

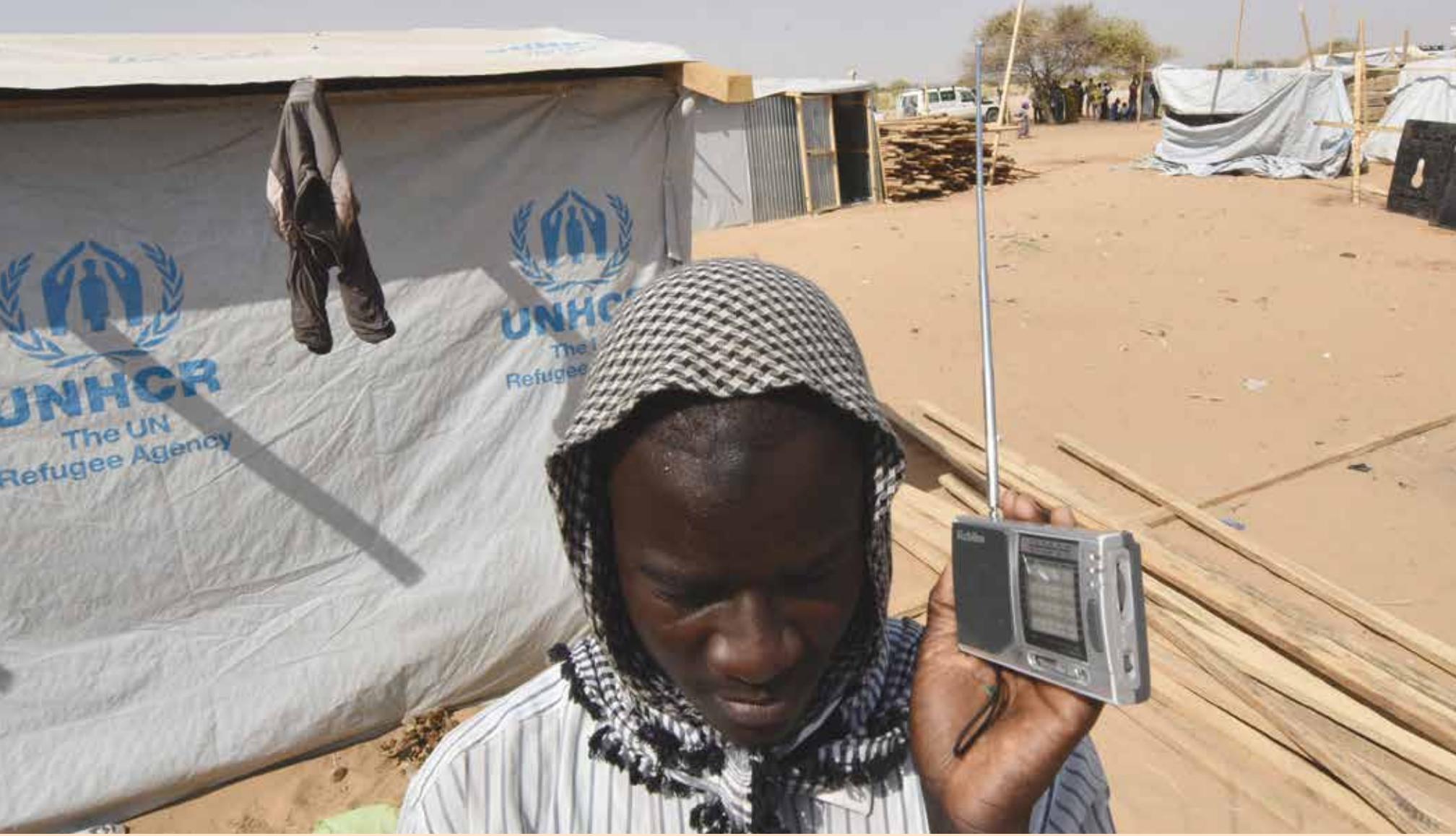


Broadcasting
Board of
Governors

ANNUAL REPORT 2015



MBN IBB



ABOVE: A Nigerian refugee listens to the radio at a United Nations High Commission for Refugees (UNHCR) camp in Baga Sola. The refugees arrived in the camp after an attack by Boko Haram militants in the Nigerian town of Baga. AFP Photo/ Sia Kambou

COVER: Migrants check their mobile phones after getting out of an inflatable boat on a beach on the Greek island of Kos, after crossing a part of the Aegean Sea between Turkey and Greece. AFP Photo/Angelos Tzortzinis



Broadcasting
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Learn More Online

Another resource for detailed information on our strategy, goals and performance is our 2015 Performance and Accountability Report: bbg.gov/2015PAR.



A Cuban migrant uses his mobile phone to take photos as he walks in front of riot policemen towards the Costa Rican border. Reuters/Oswaldo Rivas



Letter from the CEO

To the President and the Congress of the United States:

On behalf of the Broadcasting Board of Governors and pursuant to Section 305(a) of the International Broadcasting Act of 1994 (Public Law 103-236), I am pleased to submit the BBG's annual report for 2015.

This report summarizes the activities of the independent federal government agency that oversees all U.S. civilian media, including: the Voice of America, Radio Free Europe/Radio Liberty, the Office of Cuba Broadcasting (Radio and TV Marti), Radio Free Asia, the Middle East Broadcasting Networks, and the International Broadcasting Bureau.

As detailed in the following pages, the BBG networks have played a critical role in supporting the pursuit of freedom and democracy, providing balanced election coverage for voters in Burma and Nigeria; life-saving information to the hundreds of thousands of people trying to flee oppression, war and economic strife; and clear, unbiased and uncensored news to people living under authoritarian regimes and violent extremists.

I am proud to report the achievements of the BBG for 2015 and detail how U.S. international media continued to fulfill its vital role in U.S. public diplomacy by providing news and information to key audiences overseas, innovating to meet the needs of our consumers, and integrating our operations to increase our impact.

Respectfully submitted,

A handwritten signature in black ink that reads "John F. Lansing". The signature is written in a cursive, flowing style.

John F. Lansing, BBG CEO and Director

The BBG upholds freedoms of expression and information as universal human rights. By exemplifying free media and free expression, the BBG helps foster and sustain free and democratic societies.

The BBG networks pursue this mission through their own media via television, radio, and internet, as well as on social and mobile platforms. They also work with media partners on the ground that bring their content into local markets to support democratic principles and establish valuable connections to critical institutions that influence civil society.

RFE/RL Radio Azadi video journalist, Wali Sabawoon shooting in Afghanistan's Dangan district in Kunar after it fell to the Taliban. RFE/RL



Overview

The Broadcasting Board of Governors (BBG) is a global media agency. The five BBG networks complement and reinforce one another in a shared mission that is vital to U.S. foreign policy priorities and national interests: to inform, engage and connect people around the world in support of freedom and democracy. Each week more than 226 million people across the globe watch, read or listen to BBG-supported content.

BBG Networks Deliver

Unbiased and Uncensored News

BBG broadcasters are professional journalists committed to providing accurate, credible, and comprehensive news and information to audiences who lack access to the truth and are therefore susceptible to misinformation. BBG journalism is an antidote to censorship and extremist rhetoric, as well as a model of free media. *For more information on BBG’s coverage of extremist rhetoric & disinformation, please see page 14.*

Vital Information During Times of Crisis

BBG networks also offer life-saving information during humanitarian emergencies. When events dictate, they react quickly to crises with surges in broadcasting.



Rohingya refugees wait for access to the United Nations High Commission for Refugees (UNHCR) building in Kuala Lumpur, Malaysia. Olivia Harris/REUTERS

Technologies to Support Internet Freedom

BBG also provides internet anti-censorship tools to help audiences protect their online privacy and break through government imposed information firewalls. *For more information on BBG’s support of internet freedom, please see page 50.*

Cost-Effective & Efficient Delivery

The networked structure of the agency ensures that BBG networks can deliver high-quality content consistent with their distinct roles in ways that are the most cost efficient for the American taxpayer, through the sharing of cross-cutting content, delivery channels, support resources and other assets. *For more information on BBG’s new strategic priorities including enhanced strategic cooperation between networks please see page 8.*

Trusted, Valued Reporting Cited by:

The New York Times, CNN, Associated Press, BBC, Al Jazeera, NPR, The Guardian, China Daily, BuzzFeed, Daily Beast, Politico, The Washington Post, The Wall Street Journal, USA Today, Asia Times, The Independent, Los Angeles Times, El País, Financial Times, Le Monde, El Mundo, U.S. News & World Report, The Hill, Chicago Tribune, Hürriyet, The Sydney Morning Herald, The Christian Science Monitor, The Toronto Star, Ukraine Today, South China Morning Post, Huffington Post, Time Magazine

Our Worldwide Networks

FEDERAL NETWORKS

VOA Voice of America (VOA)

Martí Office of Cuba Broadcasting (OCB)

NON-PROFIT GRANTEEES

RadioFreeEurope RadioLiberty Radio Free Europe/Radio Liberty (RFE/RL)

RFA Radio Free Asia (RFA)

MBN Middle East Broadcasting Networks (MBN)

Supported by the International Broadcasting Bureau (IBB) and the Office of Technology, Services and Innovation (TSI).

2015 HIGHLIGHTS

Raise Your Voice Campaign

Through professional journalism, BBG networks help support specific U.S. foreign policy objectives. In 2015, MBN launched its multi-platform *Raise Your Voice* campaign, providing Iraqis with the opportunity to voice their opinions and engage in discussion on issues relevant to their daily lives and future. *Raise Your Voice* encourages Iraqi citizens to speak out and address extremism and the underlying causes of terrorism. Nearly 41 percent of Iraqi adults consume MBN programming each week. *For more information about BBG networks work countering extremist rhetoric, see page 15.*

Countering Russian Disinformation and Propaganda

RFE/RL and VOA's successful joint Russian-language program *Current Time* has expanded rapidly in response to growing information needs throughout

Russia and its periphery. The daily 30-minute mix of news, interviews, features, and political satire provides a “reality check” on local events and presents an alternate narrative to that which is propagated by Russian-controlled TV. The programs are now carried by 25 partner stations throughout the region. *For more information on VOA and RFE/RL's work countering Russian disinformation, see page 17.*

Surge Broadcasting to Burundi Provides Source of News and Information During Crisis

BBG networks react quickly to crises with the local insight of worldwide reporters in 61 languages and thousands of partnerships with media affiliates. When violence surrounding President Pierre Nkurunziza running for a third term closed Burundi private media in May, Voice of America Kirundi broadcasts stayed on the air — the only locally-available source of independent news in the only language well-understood by a majority of Burundians. VOA quickly added programs in Kirundi, Kinyarwanda, Swahili, French, and English with new drive-time newscasts, an expanded call-in show,

and more on-the-ground reporting for television, radio, and online.

When President Obama spoke to the people of Burundi in November, his White House message was heard first on VOA Bujumbura 95.2 FM in English, Kirundi, and French.

Martí Provide Comprehensive Coverage of Historic Cuba Policy Shift

Amidst the dynamic relationship between the U.S. and Cuba, Television and Radio Martí provided Cubans with accurate and reliable information on the political changes and how they may affect daily life. Radio and TV Martí provided Cubans with live, balanced coverage of the re-opening of the Cuban embassy in Washington, D.C. In collaboration with VOA, the Martí provided on-going, balanced information and analysis, with perspectives from U.S. government officials, human rights experts and citizens from the U.S. and Cuba, including voices supporting the decision, as well as those in opposition to the measure.

Measuring Impact, Increasing Audiences

In 2015, the BBG continued to provide quality programming and earn the trust of audiences. In addition to audience size—a record 226 million in 2015—the BBG used qualitative and quantitative indicators to measure the agency's ability to engage, connect, and be influential with audiences, media institutions, and governments. **For a complete explanation of how BBG networks measure impact, visit bbg.gov/impact.**



LEFT: VOA Reporter Gabe Joselow reporting from Burundi's capital, Bujumbura, during the country's political crisis. VOA

Selecting and appointing a chief executive officer in 2015 was a key accomplishment to improve management and efficiency of BBG operations. BBG selected renowned media executive, John F. Lansing, as permanent CEO and Director.

Immediately upon arriving, Lansing worked with the five BBG networks and other key stakeholders to identify five strategic priorities aimed at positioning the agency as a more impactful media organization. The following priorities will maximize the agility, efficiency and impact of the BBG networks and enable the agency to more effectively address the rapidly evolving media environment.



Strategic Priorities

A Market-Driven Shift to Digital Distribution

The incredible growth of digital and social platforms has resulted in a fundamental change in the way people consume news. Although TV and radio continue to dominate in many parts of the world, the BBG must respond to audiences' changing preferences and focus on generating more content and high-quality journalism on digital platforms, especially video, mobile and social networks. An aggressive, market-driven shift to digital and social media will make it easier to reach and engage younger, more urban audiences, including future leaders and influencers. These platforms also represent a shift from one-way dissemination to more empowering and engaging audience participation.

Enhanced Strategic Cooperation Between Networks

Under the direction of CEO Lansing, the five BBG networks are putting unprecedented emphasis on coordination and content sharing in order to better report on the stories that matter to their audiences. In October 2015, CEO Lansing convened the U.S. International Media Coordinating Committee (ICC), comprised of the leaders of the five BBG networks. The ICC meets biweekly to discuss coverage opportunities, share content and coordinate resources. This has already resulted in improved efficiencies and unprecedented cooperation, benefitting audiences on six continents.

LEFT: Today BBG journalists must work across media to maximize impact with their audiences who often engage with networks on more than one platform. Here journalists with the RFE/RL Ukrainian Service's *Youth Plus* program prepare an episode while planning social media posts.

Targeted Efforts Organized by Spheres Of Influence

While it continues to have a global footprint, the BBG is prioritizing resources to ensure that its activities are advancing U.S. foreign policy priorities and national security interests. To this end, the BBG is targeting its resources strategically to address the information needs of audiences in Russia and the Russian periphery, China and its neighbors, Iran, and Cuba, as well as those facing violent extremism.

Increased Curation of Content

The BBG is prioritizing curating, commissioning and acquiring programming to complement its original content. By partnering with compelling storytellers, documentarians and journalists producing relevant content, the BBG will provide its audiences with exceptional and relevant programming, maximize resources and improve operational efficiency.

Improved Accountability and Impact Measurement

The agency recently enhanced its comprehensive Impact Model to measure factors beyond audience reach and instead assess and evaluate the impact that BBG programming actually has on the lives of its audiences and their communities. Audience loyalty, content credibility, whether and how content is shared, how much audiences engage with content and whether actions (such as a policy change or a cultural shift) are taken as a result of consuming BBG content are some of the more than 40 indicators available in the research tool. This complex combination of qualitative and quantitative research has been designed with the BBG's unique operating environments in mind and provides a roadmap for future agency strategies.

John Lansing, CEO + Director

John F. Lansing joined the BBG in September 2015 after nine years as President of Scripps Networks, where he is credited with guiding the company to become a leading developer of unique content across various media platforms including



television and digital networks. As President of Scripps Networks, Lansing was responsible for strategic and operational oversight of the \$2.5 billion division of Scripps Networks Interactive, including the company's portfolio of six cable networks—Food Network, HGTV, Travel Channel, DIY, Cooking Channel and Great American Country—and the \$100 million Scripps Networks Digital division.

Most recently, Lansing was President and Chief Executive Officer of Cable & Telecommunications Association for Marketing (CTAM). There, Lansing oversaw the development of business strategies and marketing initiatives that position cable television companies for continued growth as they compete with emerging digital content platforms.

Lansing also brings a deep understanding of journalism from roles as an award-winning Photojournalist and Field Producer, Assignment Manager, Managing Editor, and News Director.

The right to free and open access to news and information should be universal, but threats to a free press persist. Journalists reporting for the BBG networks face risks every day as they report on regions lacking basic freedoms, or that are in transition or conflict.

The BBG strongly condemns efforts to silence journalists, which violate international standards by suppressing independent media and targeting journalists doing their jobs.

More information can be found at bbg.gov/threats-to-press/

Baku-based RFE/RL Azerbaijani Service journalists forced from their bureau during raid by police and investigators, December 26, 2014. RFE/RL



Threats to BBG Journalists

The BBG operates in countries where authoritarian governments seek to censor independent voices in an effort to control both information and their citizens. Throughout 2015, BBG journalists faced intimidation, physical harm, illegal search and seizure, and jail time. The following timeline outlines a few of these instances.

JANUARY–MARCH 2015



REF/RL reporter Khadija Ismayilova

BAKU, AZERBAIJAN: After being detained on arbitrary charges in December 2014, RFE/RL journalist Khadija Ismayilova was sentenced to seven and a half years in prison on charges widely believed to be retribution for her reporting on corruption linked to Azeri President Ilham Aliyev and members of his family.

**Ismayilova was released in May 2016. She was recognized with three international awards in 2015. For more information, see page 54.*



OCB reporter Rolando Rodriguez Lobaina

HOLGUIN, CUBA: After a visit to the United States, Rolando Rodriguez Lobaina had his reporting equipment seized by authorities when he returned to Cuba. Lobaina is the Radio/TV Martí recipient of the 2014 David Burke Distinguished Journalism Award.

2015 THREATS OVERVIEW

16 incidents

**THREATS TO BBG JOURNALISTS
AND THEIR FAMILIES**

5 incidents

**BEATEN, DETAINED
BY POLICE**

5 incidents

EQUIPMENT SEIZURE

3 incidents

**CLOSED OFFICES AND/OR
BLOCKED ACCESS**

2 incidents

FALSE IMPRISONMENT



YEREVAN, ARMENIA: Protesters run as a riot police vehicle releases a jet of water during a rally against a recent decision to increase the tariff on electricity, in Yerevan, Armenia, June 23, 2015. While covering the rally, ten RFE/RL journalists were beaten and detained and their equipment destroyed by police. REUTERS/Narek Aleksanyan/PAN Photo

BAKU, AZERBAIJAN: RFE/RL was forced to formally close its Baku bureau in May 2015 after authorities raided the bureau and sealed it in December 2014.

BUJUMBURA, BURUNDI: Burundi TV and radio stations were targeted during the political unrest in May. VOA Central Africa reporter Desire Hantugimana received death threats from pro-government officials and supporters of the ruling party. All of his equipment in the Insanganiro radio station was destroyed.

After her employer, Radio Bonesha, was destroyed in May, reporter Diane Ninahazwe survived an assassination attempt after her parents' Bujumbura home was hit by a grenade.

DERA ISMAIL KHAN, PAKISTAN: RFE/RL reporter Adnan Khan was threatened by the Taliban who said that his reports about female Internally Displaced Persons were "disgraceful for women in FATA."

The Taliban also killed a local journalist the same week in the same area.

HAVANA, CUBA: Reporters Lazaro Yuri Valle, Vladimir Turro and Antonio Rodiles were arrested, beaten, had phones seized and photos deleted, and received death threats to stop reporting.



LUANDA, ANGOLA: VOA Portuguese stringer reporter Coque Mukuta was threatened, interrogated and labeled "traitor" by the Investigative Police Unit about stories for VOA. He still receives phone threats.

JALALABAD, AFGHANISTAN: VOA Afghan reporter Zabihullah Ghazi was threatened by security forces with a bomb explosion outside his apartment. He had to flee the region.

SKOPJE, MACEDONIA: A man delivered a funeral wreath to the home of a stringer for VOA's Macedonian Service, Borjan Jovanovski. Because he wasn't home at the time, the wreath was handed to his wife and told: "This is the last goodbye for Borjan from Todor Aleksandrov."

SUMMIT OF THE AMERICAS, PANAMA: The head of Cuban press security forced TV Martí reporter Karen Caballero and cameraman Rudy Hernandez out of a press conference with Cuban Foreign Minister Bruno Rodriguez.

TAJKISTAN: Authorities blocked access to RFE/RL's website, leaving audiences with little alternative to Russian media.

TIBET REGION: Chinese authorities harassed RFA Tibetan Service reporter's family who requests to stay anonymous due to continued threats.

YENIYOL, DIYARBAKIR, TURKEY: VOA Kurdish Reporter Hatice Kamer was threatened by security for interviewing PKK supporter.

ADDIS ABABA, ETHIOPIA: VOA reporter Anita Powell was stopped by federal police while interviewing people on the street about President Obama's visit in Ethiopia.

ISLAMABAD, PAKISTAN: For over two months, VOA Urdu reporter Muhammad Ishtiaq received continuous, anonymous phone threats.

KARBALA, IRAQ: Alhurra-Iraq correspondent Maitham Aljinahi and his cameraman were attacked by several people while filming demonstrations in Karbala. The cameraman was beaten, and his camera was confiscated.



MAZAR-I-SHARIF, AFGHANISTAN: VOA Afghan journalist Gulrahim Niazman was threatened by the Taliban.

“Freedom of the press is a basic tenet of democracy and a staple of a free and open society.”

– John F. Lansing, BBG CEO & Director



SOUTHWESTERN TURKMENISTAN'S BALKAN PROVINCE: RFE/RL reporter Saparmamed Nepeskuliev was held in detention for two months with no outside communication

allowed. He was subsequently sentenced to three years in prison on dubious narcotics charges by Turkmenistan authorities for reporting on shortages of necessities—water, electricity and medical services—while local officials built luxurious homes for themselves on the Caspian Coast. On December 2, 2015, the U.N. Working Group on Arbitrary Detention (WGAD) found his jailing to be officially arbitrary.

STILL MISSING



ALLEPO, SYRIA: Alhurra TV's Bashar Fahmi has been missing since August 20, 2012. Fahmi was reporting from Aleppo, Syria, when he disappeared and has not been seen or heard from since. According to the Committee to Protect Journalists, Syria is one of the most dangerous places in the world for journalists.

BUJUMBURA, BURUNDI: VOA Central Africa journalist Tabitha Mukamasoni received threats due to her reporting on the killing of 10 people, including a journalist of the public broadcasting agency, his wife and two children.

KOLKATA, INDIA: VOA journalist Shaikh Azizur Rahman received a death threat and anonymous calls.



XINJIANG, CHINA: In 2014, the Chinese authorities arrested and imprisoned the brothers of Radio Free Asia Uyghur Service journalist Shohret Hoshur. Two of the brothers were tried in

August, charged with endangering state security and leaking secrets. U.S. lawmakers say the men were jailed in retaliation for Hoshur's reporting on sensitive issues in China's Xinjiang Uyghur Autonomous Region. In December, two of the brothers were released. A third remains in prison.

In 2015 authoritarian regimes invested heavily in state-of-the-art misinformation campaigns, while extremist groups employed sophisticated media production skills and social media engagement to dominate regional discourse and push their own narrative. The BBG networks provide alternative, uncensored news and information as well as a platform for communities to openly discuss ideas and information.

An Afghan National Army soldier and VOA reporter Ayesha Tanzeem, left, wait at a police checkpoint barrier during her trip undercover into territory held by the Islamic State in eastern Afghanistan. VOA



Countering Disinformation and Extremist Rhetoric

Countering Extremist Rhetoric

Extremist groups such as ISIL, Boko Haram, and Al Qaeda restrict access to information, instill fear and intimidation among local populations and propagate disinformation. These groups threaten lives and the core U.S. values of freedom and democracy and respect for human rights. For those living under their control, access to credible news and information is more important than ever.

Raise Your Voice

In 2015, MBN launched a multi-platform campaign, *Raise Your Voice*, to encourage Iraqi citizens to speak out and address extremism and the underlying causes of terrorism. Through new radio and television programs and digital properties, the campaign provides forums for activists, youth and others to share their ideas on topics such as sectarian relationships, religious freedom, and freedom of expression.



Alhurra's successful television program *Delusional Paradise* exposes the truth about the painful realities of living under ISIL's control. MBN

Alhurra-Iraq launched three new television programs that highlight the causes of violent extremism, showcase local acts of heroism in confronting these challenges, and offer a view from Northern Iraq on the local challenges they are confronting.

Alhurra's new program *Delusional Paradise* offers powerful personal testimonies that reveal the realities of life in ISIL territory and the pain and suffering ISIL inflicts on families and communities.

A new Radio Sawa program serves as a platform to discuss and debate the effects of terrorism, extremism, and intolerance, and it invites listeners to call in and engage with hosts, guests and each other. The hour-long daily show averages approximately fifteen calls per show from throughout Iraq, as well as SMS messages.

The *Raise Your Voice* website and social media properties host weekly themes that address the underlying issues that lead to extremism, such as unemployment, religious intolerance, and lack of rights for women and minorities. They serve as a primary forum where readers can express their opinions and engage in discussions on topics that directly impact them. In less than six months since its launch, the *Raise Your Voice* Facebook page attracted more than 600,000 followers, received nearly 115,000 comments, and registered more than three million likes for content posted. In addition, the Facebook page has recorded over 13 million video views.



Extremism Watch Desk

In 2015, VOA established the Extremism Watch Desk to curate vernacular content from VOA language services and BBG entities focused on ISIL and its activities. The best of that content is translated into English, video is added when available, and it is shared with the BBG networks.

ABOVE: VOA Kurdish reporter Xecican Ferqin interviews İsmet êx Hesên, Kobanê Canton Self-Defense Minister in Western Kurdistan about his fight against ISIL. VOA

“You are wonderful in reporting our agony, we the religious minorities in Iraq. I wish we would always communicate to raise our voice and make it heard around the world through you.”

– Hussam Abdullaha, on *Raise Your Voice* Facebook Page



ISIL/Taliban in Afghanistan

RFE/RL's Afghan Service has covered the emergence of ISIL in Afghanistan from its beginning, and Radio Azadi's correspondent in the eastern province of Nangarhar reports from the front lines of the fight against the terrorist group.

In September, as the Taliban seized the northern city of Kunduz, Radio Azadi provided breaking news reports, analysis of the implications of the city's seizure, and reactions from residents. The Service provided first-hand accounts from witnesses who survived the harrowing ordeal, including Sediqa Sherzai, the founder and director of a women-run TV and radio station that was one of the extremist group's primary targets.

Boko Haram and Al Shabaab

Africa's extremist groups have destabilized major African states, including parts of Nigeria, Mali and Somalia, and the BBG provides audiences in these countries accurate, unbiased news and information.

VOA launched a series of fast-paced youth-oriented shows in 2015: *Taskar VOA*, a 15-minute weekly television program; and *Yao Da Gobe (Today and Tomorrow)*, a 30-minute daily youth radio program, both in Hausa; as well as *Dhalinyarada Maanta ("Today's Youth")* in Somali. In addition, VOA's Horn of Africa service launched *Gabina VOA*, a radio show that offers young people a platform to speak out about their concerns.

LEFT: People from the Nigerian town of Malam Fatori pass by a patrol of Niger's soldiers as they flee Islamist Boko Haram. AFP/Issouf Sanogo

Countering Russian Disinformation

In its 2015 Freedom of the Press report, Freedom House described Russia as an “innovator of modern state propaganda.” Indeed, Kremlin-backed media tightly controls the news that domestic audiences access, and it has engaged in massive misinformation campaigns targeting audiences along its periphery. Voice of America and Radio Free Europe/Radio Liberty provide audiences in this area with credible, factual, and locally relevant journalism as alternatives to these lies and half-truths, and by reporting the truth, they support freedom and democracy.



Sergei Dorofeev on the weekend edition of *Current Time*. RFE/RL

Expansion of *Current Time*

In 2015 the BBG expanded *Current Time*, its successful, daily 30-minute Russian-language television news program, jointly produced by VOA and RFE/RL. *Current Time*-branded weekend editions were launched, and in September RFE/RL began producing a version for the Central Asian market.

Current Time is on the air in nine countries, including Ukraine, Moldova, Georgia, Lithuania, Latvia, Kyrgyzstan, Tajikistan and Kazakhstan, via 25 media outlets and is available to digital audiences worldwide via its website and YouTube channel, as well as web portals in the Baltic countries, in Belarus and in Azerbaijan.

In Russia, where placement on domestic stations is not possible, *Current Time* is available on NewsTube.ru, Russia's largest news site and is watched by two million viewers each week.

In support of the *Current Time* brand, RFE/RL launched and continues to expand its social-media driven digital reporting and engagement service (DIGIM), which is making social videos for the Russian digital market. These videos receive million of views.

Prime Time with Myroslava Gongadze

In September, VOA and its partner, First National TV in Ukraine, launched *Prime Time with Myroslava Gongadze*, a weekly TV program featuring hard-hitting interviews with Ukrainian and American newsmakers. The program is designed to provide an increased understanding of U.S. foreign policy and of Western perspectives on events and developments related to democratic reforms in Ukraine. The opening show featured an interview with Ukrainian president Petro Poroshenko and topped national TV ratings in Ukraine, driving the news agenda in both Ukrainian and Russian-language media markets.



VOA Ukrainian service chief Myroslava Gongadze interviews Ukrainian president Petro Poroshenko. VOA

Radio Crimea Realities

In September 2015 RFE/RL's Ukrainian Service, in partnership with the First Radio Channel of the National Radio Company of Ukraine, launched *Radio Crimea Realities*, a daily Russian-language radio program that is broadcast by medium wave transmitters in Ukraine to Crimea and portions of southern Russia.

In January 2016, RFE/RL's Ukrainian Service launched new radio programming for the occupied Donbas region of Eastern Ukraine. The broadcast, called *Radio Donbas Realii*, airs for one hour daily from 5-6pm local time.

Central Asia

In September RFE/RL launched an experimental wire service directed at Central Asia, which provides news in the Kazakh, Kyrgyz, Tajik and Russian languages to more than 800 subscribers, including a large number of Central Asian media professionals. This allows RFE/RL to help foster a positive, pluralistic media environment.

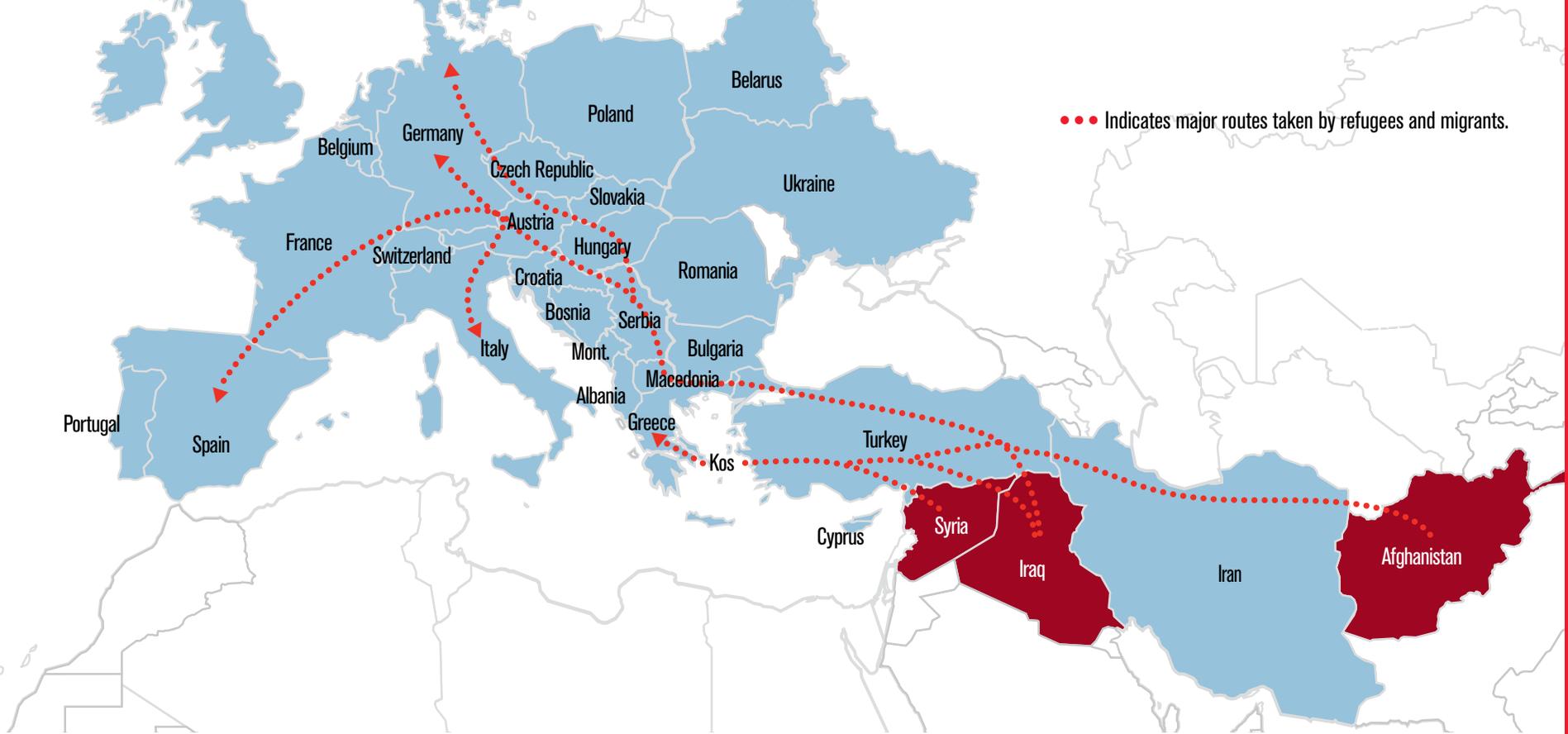
In 2015 millions of people escaped conflict in Syria, Iraq, Afghanistan, Burma/Myanmar, and Ukraine, persecution and financial hardship in areas of Southeast Asia and Sub-Saharan Africa, and oppression in Cuba, creating the highest level of displacement since World War II.

The networks of the BBG provided comprehensive coverage of migrations and examined why people were fleeing, where they were going, and how host countries were responding.

Migrants and refugees queue at a registration camp in the southern Serbian town of Presevo on September 11, 2015. AFP/Armend Nimanin



Covering the Historic Migration



Europe

VOA, RFE/RL and MBN provided complete coverage of the European refugee crisis, from several perspectives and across all platforms. Reporters were stationed in Turkey, Greece, Macedonia, Albania, Bosnia, and Hungary, and many correspondents traveled with the migrants and refugees, telling their personal stories of survival.

Hungary-Serbia border

VOA and RFE/RL reporters were stationed on both sides of the Serbia-Hungary border, reporting on the wave of migrants from Kosovo and the Middle East trying to enter the European Union.

Hungary-Austria

Alhurra and Radio Sawa sent their London-based correspondent to Hungary and Austria to report on the crisis for MBN.

Macedonia-Serbia-Croatia heading to Germany

Two RFE/RL reporters traveled along the so-called "Balkan Route." Over the course of their trip, they

produced a number of compelling news reports and a documentary in which they follow a newlywed couple who sold all their possessions in the Syrian capital, Damascus, and set off on a perilous journey toward a new life in the European Union. This told the story of the refugee crisis through the eyes of one young couple.

RFE/RL's Balkan Service continued to provide comprehensive coverage as tens of thousands fleeing Syria, Afghanistan and Iraq made their way through Macedonia, Serbia and Croatia in the hopes of reaching Germany. A September 30 story focused on the perspectives of the children involved, including an examination of drawings made by children fleeing the war.



RFE/RL reporter Zoran Glavonjic interviews refugees in Tovarnik on the Croatian-Serbian border. RFE/RL

Afghanistan-Iran-Turkey

VOA Afghan Service had a team embedded in the flow and reported specifically on Afghan migrants, who made up as much as one-third of the influx.

Iran-Turkey-Greece-Macedonia

In December, RFE/RL's Radio Farda had a special report on the latest developments on the refugee influx in Europe, with Macedonia's recent border closures and a newly established "filtering" system allowing entry only for certain nationalities (Syrian, Iraqi and Afghan) leaving thousands of Iranians, and other asylum seekers stranded in harsh weather.

Syria-Turkey-Greece

Alhurra featured reports and interviews with representatives of Human Rights Watch and the Gulf International Organization for Human Rights about what Arab countries can do to confront the crisis and find a solution.

Alhurra's *Eye on Democracy* hosted guests from Kuwait and Germany to see how the refugee crisis is impacting those two countries.

Radio Sawa's *Sawa Magazine* hosted political and humanitarian activists to discuss the stance of European countries towards this crisis.

On Alhurra's *Special Report*, Syrian refugees joined human rights activists to share their stories of the harrowing conditions surrounding their journey to Europe and what the EU can do to deal with the migrants.

Turkey-Greece

In addition to stories about the refugees, VOA covered all perspectives, including an interview with a human trafficker who profited from smuggling migrants from Turkey into Greece.

Syria-Turkey-Kos (Greek island)

Alhurra examined how the devastating photo of Aylan Kurdi, the 3-year-old child who washed up on a Turkish beach came to symbolize the dire conditions of the refugees.

Sawa Magazine spoke to a UNHCR representative in Turkey about the photo and whether it would galvanize European countries to do more to help these refugees.

VOA Kurdish journalist Zana Omer was at the Kobani funeral for Aylan, his brother and mother.

BOTTOM: Refugees who tried to flee to Europe, travel in a dinghy after they were stopped by Libyan coast guards and made to head to Tripoli September 29, 2015. The North African country has turned into a major hub for human traffickers smuggling African refugees by boat to Italy, with the Libyan coastguard under pressure from Europe to stem the flow. REUTERS/Ismail Zitouny



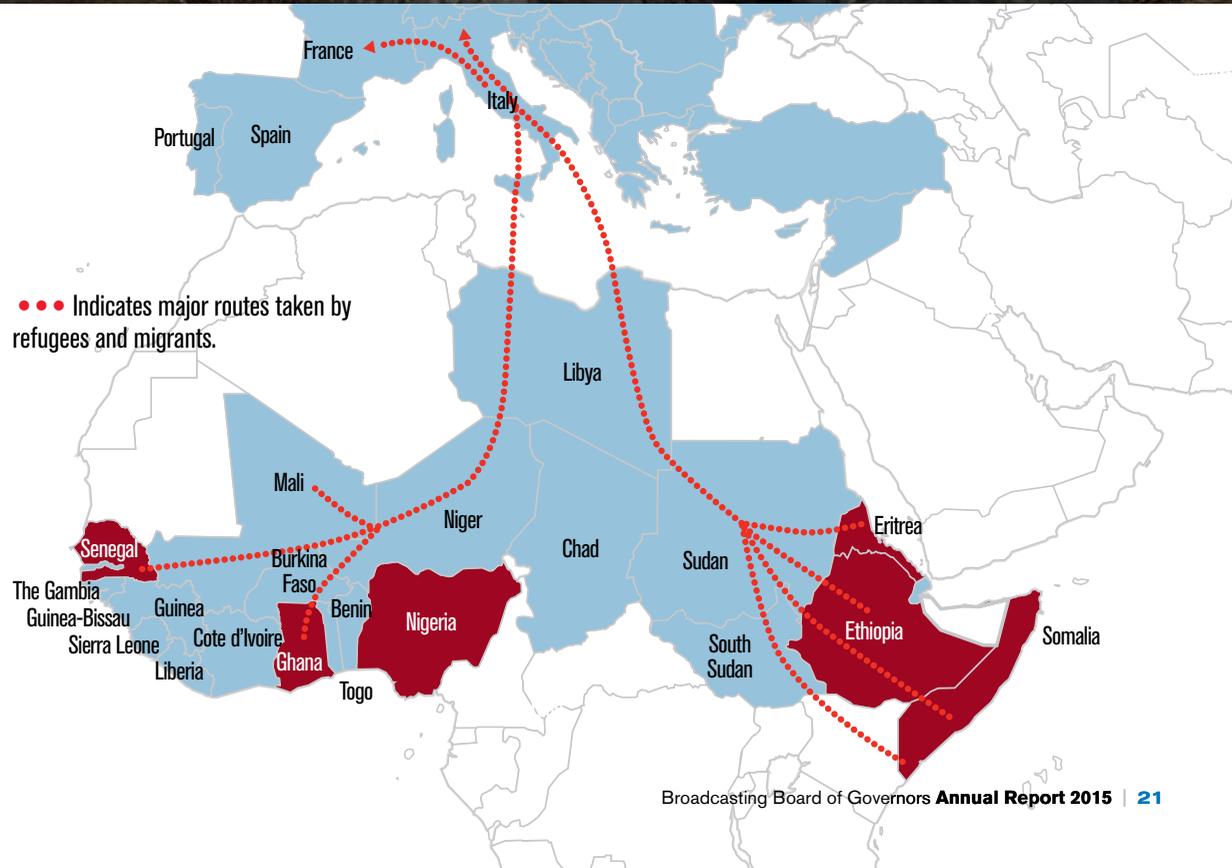


A Sudanese man looks on as he uses a phone to call his family in Sudan from the “Jungle” refugee camp in Calais, France. AFP Photo/ Philippe Huguen

Africa to Europe

More than 130,000 economic migrants and refugees from sub-Saharan Africa also traveled to and through Europe, and VOA sent two reporters to cover their stories. The reporters traveled to sub-Saharan Africa, then on to Italy, Austria and France, where they visited migrant camps and intake centers. Their coverage was later combined into an in-depth multimedia report published in eight languages.

The full online version of the “Adrift: The Invisible African Diaspora” project, can be found at: <http://projects.voanews.com/adrift-african-diaspora/>



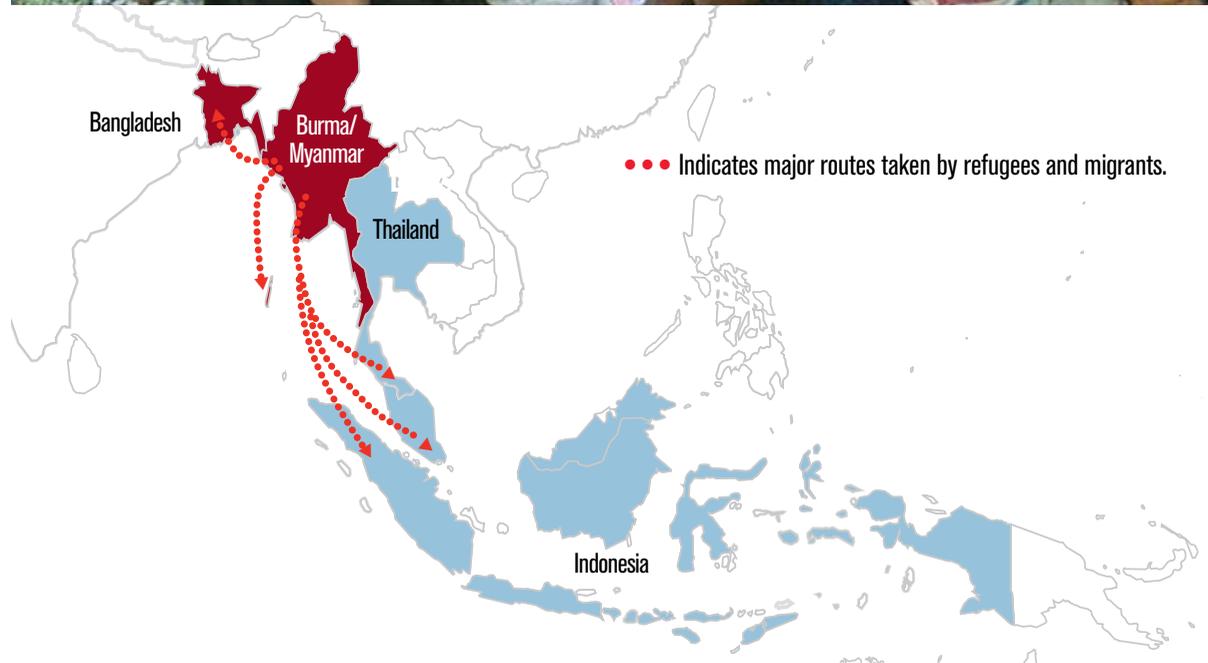
Southeast Asia

Southeast Asia faced its own migration crisis in 2015 when thousands of Bangladeshi economic migrants and Burma/Myanmar's minority Muslim Rohingyas escaping persecution traveled en masse to Indonesia, Malaysia and Thailand. The Burmese Services of VOA and RFA provided extensive coverage.

RFA's coverage of the persecution of Rohingyas in Burma/Myanmar's western Rakhine state has been cited by major news organizations such as BBC, Reuters, The Associated Press, and PBS, which aired RFA Myanmar's video of Buddhist nationalistic demonstrations in Yangon on *PBS NewsHour* in a special report.

In May, VOA Burmese interviewed Burma/Myanmar's Speaker of the Parliament about the issue and the Union Daily newspaper in Myanmar republished the entire interview.

In June, VOA got unprecedented access to officials, residents and boat people in Burma/Myanmar's Rakhine State including Bangladeshis and Rohingyas who were picked up in the Andaman Sea. Seven in-depth reports for TV and radio included interviews with refugees and those living along the Bangladesh-Burma border.



TOP: Rohingya migrants in Burma/Myanmar. RFA

Cuba

When rumors and misinformation about U.S.- Cuba relations and a growing fear of a change in official immigration policy fueled an immigration crisis in Cuba, BBG networks proved to be a valuable source of unbiased and accurate information on the subject. As waves of migrants from Cuba traveled through Ecuador, Colombia and Central America to reach the U.S. border, the Martís and VOA reported on the dangerous journey and emerging human trafficking rings that were taking advantage of people's fear. As migrants were trapped en route, VOA increased understanding of the cause of the crisis and the U.S. government's position on the issue. VOA's coverage was featured on its 600 affiliates throughout the Central and South America.

In addition to reporting on the crisis, the Martís provided Cubans with accurate information on the legal visa application process and broadcast public service announcements clearly stating the U.S.'s immigration policy via TV, radio, and social media, as well as to 360,000 email recipients and SMS messages to more than 30,000 mobile phones.

RIGHT: Cuban migrants hold a sign that reads in Spanish "We demand human rights for Cubans" at the border between Costa Rica and Nicaragua, in Penas Blancas, Costa Rica. AP/Esteban Felix



Aung San Suu Kyi, Nobel laureate and leader of the National League for Democracy, campaigns in the historic 2015 parliamentary elections in Burma/Myanmar. This was the first election since the military junta established a quasi-civilian government in 2011 after nearly 50 years in power, and one year after Aung San Suu Kyi's nearly two-decade-long house detention. RFA



Covering Elections

The pursuit of democracy met successes and challenges in 2015 as elections were held in emerging and struggling democracies. BBG networks covered these elections, providing unbiased and uncensored coverage of all voices, and served as role models for emerging free media.

Burma/Myanmar

Radio Free Asia and Voice of America closely covered the historic elections in Burma/Myanmar, in which millions voted to give Aung San Suu Kyi's opposition party a landslide victory.

For weeks leading up to the election, RFA and VOA expanded their radio and television programming and included political profiles, voter education programs, and expert interviews. A team of RFA journalists traveled throughout Burma/Myanmar getting perspectives from local men and women, younger people, candidates, officials, and international observers of the historic polls. VOA doubled daily television programming for one month before and after the election, providing daily reporting from Yangon and analysis of the campaign and election results.



A man casts a ballot during a parliamentary election at a polling station in Bishkek, Kyrgyzstan. Reuters/Vladimir Pirogov

RFA was among the first to interview Suu Kyi following the election, and she stressed the need for constitutional reform and the implementation of rule of law to fulfill Burma/Myanmar's transition to democracy from military rule.

Central Asia

RFE/RL provided coverage of the *pro forma* presidential elections in Kazakhstan and Uzbekistan, in which Kazakh President Nursultan Nazarbaev and Uzbek President Islam Karimov both officially received more than 90 percent of the vote. Both elections were criticized by election monitors and human rights groups for irregularities, lack of competition, and restrictions on media.

Kyrgyzstan provided one of the few bright moments of 2015 when it conducted open and competitive parliamentary elections on October 4. RFE/RL's Kyrgyz Service provided comprehensive coverage of the elections, including interviews with candidates, reactions from voters, and analysis of the results.

Egypt

Alhurra and Radio Sawa provided extensive coverage of the Parliamentary elections in Egypt—the first such elections since the previous chamber was dissolved in 2012. Alhurra had special live coverage throughout the day and extended newscasts to get reaction from the polls. Low voter turnout and its ramifications for democracy in Egypt were the focus of several programs on Alhurra and Radio Sawa.



Alhurra's *Eye on Democracy* episode highlighting the difficulty women candidates have running for office in Saudi Arabia. MBN

Israel

Alhurra Television and Radio Sawa provided unbiased and uncensored information on the Israeli Parliamentary election to audiences throughout the Middle East. The networks' extended programming included interviews with voters, who discussed the issues that resonated with them, including the security situation and the economy; profiles of all the major players in the main Israeli political parties; and analysis from Israeli, Palestinian, Iranian and American experts, who discussed the future of the Israeli government, relations with the Palestinian Territories and neighboring countries, as well as with the U.S. following the election.



Nigerians hold ID cards as they wait in line to register to vote in a polling station during elections in Kano March 28, 2015. REUTERS/Goran Tomasevic



Newly-elected Nigerian President Muhammadu Buhari (above) chose VOA for his first international television interview after defeating incumbent President Goodluck Jonathan. VOA

Nigeria

In March, Voice of America provided unprecedented coverage of Nigeria's presidential election, which had to be postponed because of security concerns. With reporters fanned out throughout Nigeria — including the dangerous states in the northeast — and in neighboring countries, VOA positioned itself to cover on radio, television and mobile one of the continent's most important events of the year.

VOA coverage leading up to the elections included exclusive interviews with the two leading presidential candidates, incumbent President Goodluck Jonathan and retired Major General Muhammadu Buhari. VOA also reported on the use of mercenaries in Nigeria's fight against the terrorist group Boko Haram.

VOA's "Nigeria Decides" digital coverage included extensive profiles of the two main candidates and a live results map to chart the election results by state, produced in concert with the country's election commission.

Saudi Arabia

In December, Alhurra and Radio Sawa provided comprehensive coverage of Saudi Arabia's first ever nationwide elections in which women were able to stand for office and vote. Leading up to the election, Alhurra's *Eye on Democracy* dedicated an episode to the election examining the limitations on female candidates' campaigns in the ultra-conservative monarchy that imposes some of the world's strictest limitations on women. It also highlighted the disqualification of female candidates for unexplained reasons and what that means for the electoral process in Saudi Arabia.

Venezuela

VOA Spanish provided extensive coverage of Venezuela's historic parliamentary elections in December when the opposition Democratic Unity coalition surprisingly won more than twice the number of National Assembly seats as the Socialists. It was the first time in 16 years that the "Chavismo" movement lost its majority in the 167-member assembly. VOA shared daily live news packages with affiliates throughout the region.

"...the Voice of America has been with us since the beginning, giving us a place where we can express ourselves. VOA has an objective voice, where others don't."

— Osvaldo Alvarez Paz, former Venezuelan presidential candidate



During Venezuela's legislative election, voters protest the National Electoral Council of Venezuela order to extend voting.
AFP/Federico Parra

Providing coverage not available on other sources: VOA reporter Fred Wang covers the explosions which killed over 100 people and injured hundreds more at the Port of Tianjin in China. During the several day event while fires burned out of control, the Chinese government censored news about the event. VOA



Voice of America

Budget: \$210.4 million in FY 2015
Employees: 1,087 employees
Languages: 45 (see list on page 31)
Mobile Apps: available in 43 versions Apple iOS and Android
Online: voanews.com
@VOAnews

Voice of America

Voice of America provides trusted, uncensored and objective news and information in 45 languages to a measured weekly audience of more than 187 million people around the world. VOA uses multiple platforms to tell America's story, and connect audiences on five continents with the people, thoughts and institutions that make America unique.

Africa

VOA's investment in Africa produced new television shows in Hausa, Swahili, and French focused on young achievers making a positive difference in areas under threat from extremism. Digital programming on President Obama's Young African Leaders Initiative linked those fellows with online peers across Facebook, Twitter, and WhatsApp. New vernacular radio call-in shows offered strategies for expanding women's development along with investigative reporting that the U.N. Goodwill Ambassador for Underage Marriage says helped secure the return of Zimbabwean women trafficked to Kuwait.

East Asia

Burma/Myanmar

VOA Burmese was a vital source of information in Burma/Myanmar throughout the year. The week of the election pageviews of the website more than doubled, from around 750,000 weekly pageviews to over 1,750,000. They also did well on social media; between November 4-11, 2015, the service had 1.4 million engagement actions on Facebook. Leading up to the election, VOA doubled its TV broadcasts to report on the campaigns and air interviews with the major candidates, military leaders and government officials. VOA also provided extensive reporting on the Rohingya migration crisis and on the clashes between Burmese and rebel

forces along the Chinese border. *To learn more about VOA's coverage of global migration, see page 18.*

China

Authorities in China indicted Uyghur professor Illham Tohi after his interview with VOA "became highly-viewed content among netizens who watched, commented on, and shared it, causing a serious confusion in public order," according to the indictment. The interview was part of VOA Mandarin's extensive coverage of the ongoing conflict in the Xinjiang Autonomous Region and the suppression of Muslim Uyghurs.

Thailand

In August, VOA's Southeast Asia correspondent Steve Herman broke the news of the deadly bomb attack on the Erawan Shrine in Bangkok, Thailand. Herman was the first reporter on the scene and his Periscope coverage of the aftermath was picked up by news outlets around the world. Media outlets including BBC, ABC News, *USA Today*, CNN, KTLA, Mashable, and many more have cited VOA's reporting in their coverage of the Bangkok bombing. AP and Reuters distributed Voice of America's on-scene video to their clients across the globe. Herman appeared in a television package on *NBC Nightly News* and his reporting was featured prominently on the *CBS Evening News*.

Underserved Audiences

VOA serves audiences who yearn for information about freedom of expression, civil society and change. Its award-winning documentary, *A Single Step*, narrated by Oscar-winning actress Sally Field, profiled women and girls who have made a difference in China, Japan, Fiji, India, and Liberia.

Teaching English

VOA Learning English reporters took viewers on a road trip down Route 66, known as the "Main Street of America," where they met residents, business owners, and tourists. The team produced engaging and educational videos that broke Learning English records for video views on Facebook—several topped 30,000 views—and provided constant on-the-road updates on Facebook, Twitter, Instagram and WeChat.

Digital Coverage

VOA's four mobile apps have registered more than 1 million downloads and cater to users on all major mobile platforms.

Special Reports

VOA and the Newseum Institute co-produced *ISIS and the Digital War*, a television special on the use of social media and propaganda to recruit terrorists worldwide.



Fatima Tlisova, a reporter with VOA's Russian service, was one of three journalists invited to the White House to speak about free press with President Obama on World Press Freedom Day in 2015. VOA

Eastern & Central Europe and Eurasia

Albania

VOA Albanian reporter Ardita Dunellari's interview with the speaker of Albania's parliament, Ilir Meta, who has faced corruption charges, dominated the public debate in Albania for days and went viral on social media. More than 70 media outlets, including four national TV stations and at least 13 newspapers, carried the live broadcast.

Russia

VOA Russian Service's innovative live Twitter coverage of the Boston bombing suspect Dzhokhar Tsarnaev trial exemplified VOA's ability to harness social media to drive the news agenda and influence media organizations

in the target area. Independent Russian radio station Ekho Moskvy's coverage of the trial relied solely on original reporting by VOA's Fatima Tlisova, which was also highlighted and cited in a number of major American media outlets.

Ukraine

VOA's Ukrainian Service continued to provide much needed news and information nationwide through successful partnerships with local affiliates. With First National TV in Ukraine, it launched Prime Time with Myroslava Gongadze, a 26-minute weekly TV program featuring hard-hitting interviews with Ukrainian and American newsmakers. *For more information, see page 17.*

Middle East

Iran

In July, VOA Persian provided around-the-clock coverage across various platforms on the nuclear agreement between Iran and the U.S., Great Britain, France, China, Russia, plus Germany and the European Union. VOA Persian Service's live coverage included reaction from world leaders, including Israeli Prime Minister Benjamin Netanyahu, ten Congressional hearings on the agreement live and with simultaneous translation, and it was the only news organization to broadcast Secretary of State John Kerry's press conference in Farsi to Iran. This extensive coverage provided U.S. policy and perspective on this major foreign policy initiative to VOA's target audience.

Pakistan/Afghanistan Border Region

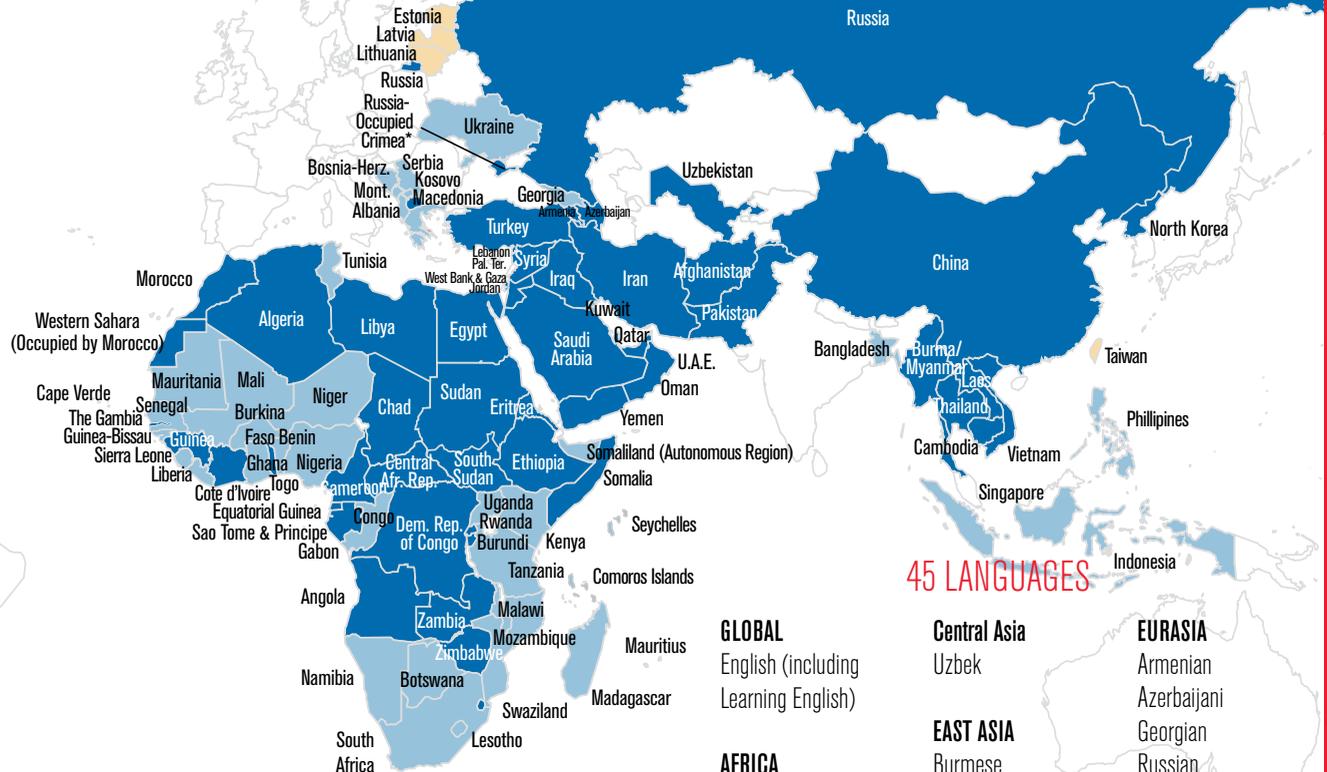
VOA's Deewa Radio and Television Service hosted Nobel Prize winner Malala Yousafzai, at an August event at the Newseum on the importance of girls' education. During an interview Malala told VOA, "If we deprive half of the population of the world and do not let them come forward then it will be really hard for us to go forward and achieve success in development—for every country's development the full participation of both male and female is important."



VOA Deewa chief Nafees Takar interviews Malala Yousafzai in a special event held at Washington, D.C.'s Newseum. VOA

BROADCASTING IN 100+ COUNTRIES

- Press Not Free
- Press Partly Free
- Press Free
- Not a VOA Audience



45 LANGUAGES

GLOBAL
English (including Learning English)

AFRICA
Afaan Oromoo
Amharic
Bambara
French
Hausa
Kinyarwanda
Kirundi
Ndebele
Portuguese
Sango
Shona
Somali
Songhai
Swahili
Tigrigna

Central Asia
Uzbek

EAST ASIA
Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Thai
Tibetan
Vietnamese

EURASIA
Armenian
Azerbaijani
Georgian
Russian

LATIN AMERICA
Creole
Spanish

**NEAR EAST/
NORTH AFRICA**
Kurdish
Turkish

**EASTERN/
CENTRAL EUROPE**
Albanian
Bosnian
Macedonian
Serbian
Ukrainian

SOUTH ASIA
Bangla
Dari
Pashto
Persian
Urdu

“I am an avid listener of VOA because you are fair, professional, and balanced, which all add up to the fact that you are the station I love to fear.”

— **Muhammadu Buhari**, President of Nigeria

RFE/RL reporter Vitaliy Grynov takes photos of Ukrainian Armed Forces positions close to Donetsk Airport. RFE/RL



Radio Free Europe/
Radio Liberty

Budget: \$103.9 million in FY 2015
Employees: 571
Languages: 28 (see full list on page 35)
Mobile Apps: available in 30 versions Apple iOS and Android;
Samsung SmartTV app for content in 16 languages
Online: rferl.org
@rferl

Radio Free Europe/Radio Liberty

Radio Free Europe/Radio Liberty (RFE/RL) is a private, nonprofit, multimedia broadcasting corporation that serves as a surrogate media source in 28 languages and in 23 countries, including Afghanistan, Iran, Pakistan, Russia, and Ukraine. Reaching more than 23.6 million people each week, RFE/RL provides what many people cannot get locally: uncensored local and regional news, responsible discussion, and open debate via radio, television and digital media.

With headquarters in Prague, 17 local bureaus (including Moscow, Kabul and Kyiv), and more than 1,000 journalists throughout its broadcast region, RFE/RL's proximity to its audiences facilitates the production of compelling, locally-oriented programming in a cost-effective manner.

In addition to traditional radio reporting, RFE/RL is modernizing to compete successfully in the rapidly-changing media realm. In 2015, RFE/RL expanded its TV and video operations, livestreamed political protests and other newsworthy events, and broadened its best-in-class digital journalism operations to ensure that RFE/RL reporting is accessible to audiences across platforms.

Central Asia

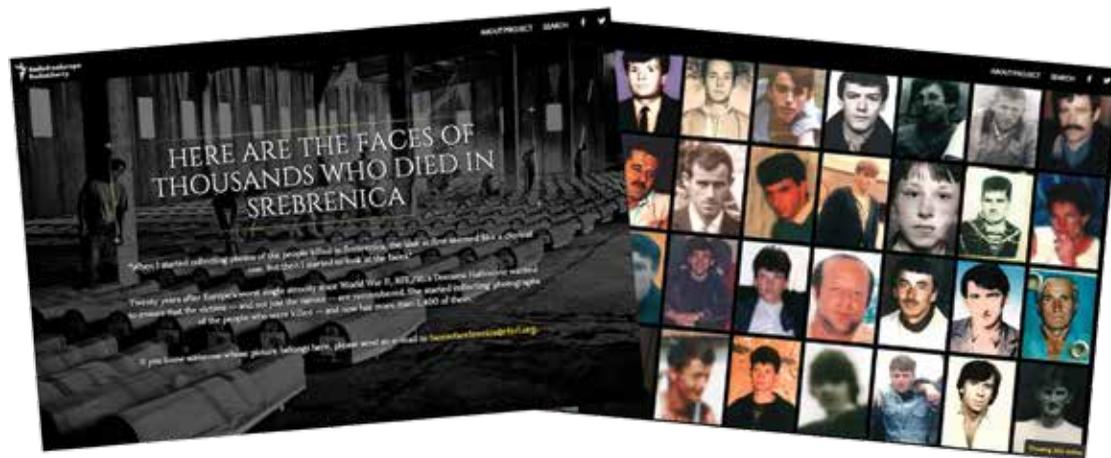
Uzbekistan

In September, the Uzbek Service reported on the use of forced and child labor in the country's massive annual cotton harvest. The Service posted stories on the government forcing people to cancel private events and weddings, as they would be seen as a "distraction" from cotton harvesting, and on teachers being forced to pick cotton, or having to pay the equivalent of \$160 to hire someone else to go to the fields in their place.

Eastern/Southern Europe

Balkans

The Balkan Service's multimedia feature commemorating the 20th anniversary of the Srebrenica massacre, when more than 8,000 Bosnian Muslims were slaughtered by Bosnian Serb forces, received an overwhelming response from the international community. *Faces of Srebrenica* was an attempt to collect photos of all the more than 8,000 victims (below).



The full *Faces of Srebrenica* project, which has collected over 2,400 photos of the victims, can be viewed at <http://bit.ly/faces-srebrenica>. RFE/RL

Moldova

In August, the Moldovan Service, in partnership with Association of the Independent Press and UNDP Moldova, conducted a bus tour of 20 villages and towns in Moldova, as part of its project *Here is Free Europe*. RFE/RL journalists engaged local authorities and residents in discussions about their problems that were then aired throughout the country as a means of empowering local citizens and demonstrating the difference between independent journalism and propaganda.

Eurasia

Armenia

The Armenian Service provided comprehensive coverage of the protests in Yerevan over the government's decision to spike up electricity prices. On June 23, the Service was on the ground near the presidential palace when riot police used water cannons in an effort to disperse the protesters. Journalists, including RFE/RL correspondents, were targeted by police for beatings, were detained, and had their equipment confiscated.



Kazakh Service cameraman Yerzhan Amirkhanov covering flooding in Kazakhstan's central Karaganda region, April 2015. REF/RL

Despite the interruption to its live coverage, the Service continued to cover the protests, providing breaking developments, analysis and interviews with protestors.

North Caucasus

As a step toward restoring Chechnya's literary heritage, much of it destroyed during the 1940 Soviet deportations or the Russo-Chechen wars of the 1990's, the North Caucasus Service launched an online library available for free to users with both text and audio versions of classic and contemporary Chechen poetry and prose.

Russia

The Russian Service investigated and reported on Russia's "troll factories," interviewing a St. Petersburg blogger who spent two months generating comments on internet forums in order to perpetuate a pro-Kremlin dialogue online. RFE/RL's Moscow correspondent also reported on the Kremlin's young army of "cybersnitches." *For more information on RFE/RL's work in Russia, please see page 17.*

Ukraine

The Ukrainian Service's investigative TV program, *Schemes*, spotlights corruption and holds officials accountable. Some of the most prominent *Schemes* investigations have dealt with the palatial residences of Yanukovich-era oligarchs, questionable land deals involving current President Petro Poroshenko, murky insurance contracts held by the state railway, and an investigation of the head of Ukraine's traffic police that led to his resignation. Ukraine's National Anti-Corruption Bureau is reviewing materials gathered by the *Schemes* investigative team on some 15 cases to determine whether it should take action.

EU Partnership Summit

RFE/RL sent journalists and freelancers from the Azerbaijani, Armenian, Belarus, Georgian, Moldovan, and Ukrainian Services, as well as its Brussels correspondents and a video broadcasting team to Riga, Latvia to cover the May 21-22 European Union Eastern Partnership summit. Armenian Service video reports on the summit were cited by the country's Office of the President and shared with local television stations, while the Ukrainian Service prepared reports from Riga not only for the service itself but also for VOA's Ukrainian Service and for local affiliate channel "24".



South Asia

Afghanistan

Afghan Service correspondents were among the first media on the scene of the brutal March 2015 mob lynching of a 27-year-old woman outside of a prominent mosque in Kabul. The Service provided continuing coverage for the balance of the year on the controversial legal proceedings against mob leaders and participants, the massive protests demanding justice for the victim, and increased attention to the challenges faced by women in Afghanistan's deeply traditional society.

Pakistan

Radio Mashaal launched a weekly program, *Towards Peace*, aimed at promoting dialogue and democracy as a means of conflict resolution in the tribal regions of Pakistan. The program talks to experts, tribal leaders and other relevant stakeholders to examine ways to achieve political goals, settle disputes and solve problems through non-violent means.



Radio Mashaal correspondent Farhad Shinwari interviews the internally displaced people of Tira Koki Khel Khyber Agency in the FATA region of Pakistan. Their villages have been occupied by militant groups. REF/RL

BROADCASTING IN 23 COUNTRIES

- Press Not Free
- Press Partly Free
- Press Free
- Not an RFE/RL Audience

28 LANGUAGES

CENTRAL ASIA

Kazakh
Kyrgyz
Tajik
Turkmen
Uzbek

Montenegrin
Romanian to
Moldova
Serbian
Ukrainian

Circassian**
Crimean Tatar
Georgian
Russian
Tatar

EASTERN/ CENTRAL EUROPE

Albanian to Kosovo
Bosnian
Croatian
Macedonian

EURASIA

Armenian
Avar**
Azerbaijani
Bashkir
Belarusian
Chechen

NEAR EAST/ NORTH AFRICA

Arabic to Iraq*

SOUTH ASIA

Dari
Pashto
Persian

* Radio Free Iraq closed July 15, 2015

** Broadcasts ended May 31, 2016



Cuban security personnel detain a member of the Ladies in White dissident group during a protest on International Human Rights Day in Havana. REUTERS/Alexandre Meneghini



Office of Cuba Broadcasting

Budget:	\$28.1 million in FY 2015
Employees:	130 employees
Languages:	One, Spanish
Mobile Apps:	available in Spanish Apple iOS and Android
Online:	martinoticias.com @martinoticias

Office of Cuba Broadcasting

The Office of Cuba Broadcasting (OCB) is a multimedia broadcaster that through Radio Martí, TV Martí and Martinoticias.com seeks to inform, engage, and connect the Cuban people in support of freedom and democracy. The Martí's seek to encourage and promote Cubans' aspirational goals through their programming and in 2015 continued to develop the digital spectrum.

30th Anniversary of OCB

May 20, 2015, marked the 30th anniversary of OCB with the launch of Radio Martí. The accomplishments of the past 30 years were remembered throughout special multiplatform programming that included reactions from Cuba as to the importance of Radio Martí. This date is significant to Cubans because it is also the anniversary of the island nation's formal independence in 1902.

Changing U.S.-Cuba Relations

Although 2015 saw several changes in the relationship between the U.S. and Cuba, the need for free and unbiased media remained as great as ever. And throughout all the developments, the Martí's provided Cubans with accurate and reliable information on the political changes and how they may affect daily life.

The Martí's had extensive coverage of the July 20 re-opening of the Cuban embassy in Washington, D.C.



TV Martí anchor, Karen Caballero, gave live reports from Washington, D.C. for all of OCB's platforms on the historic reopening of the Cuban Embassy. OCB

and the joint press conference with U.S. Secretary of State John Kerry and Cuba Foreign Minister Bruno Rodríguez Parilla. Both events were also live streamed online at martinoticias.com (garnering almost 62,000 views on mobile and desktop), and coverage of the day's events was the focus of a special edition of TV Martí's *Antena Live*. As part of the special coverage, the Martí's compared the differences between an interest section and an embassy, profiled the key governmental representatives from both the U.S. and Cuba, and with its network of reporters on the island, covered the diversity of reactions from the people of Cuba.

The network also extensively covered the historic August 14 opening ceremony of the U.S. Embassy in Havana, during which John Kerry was the first U.S. Secretary of State to visit the island since 1945.



U.S. Secretary of State John Kerry speaks during a ceremony at the U.S. embassy in Havana, Cuba, August 14, 2015. Watched over by Kerry, U.S. Marines raised the U.S flag at the embassy in Cuba for the first time in 54 years, symbolically ushering in an era of renewed diplomatic relations. REUTERS/Enrique De La Osa



Cuban Migration Crisis

When rumors and confusion began circulating about how changes in relations might affect how Cubans could seek political asylum, the Martís proved to be a valuable resource. To clear up the confusion, Radio Martí immediately began airing a Public Service Announcement detailing that Cubans will not be automatically granted asylum or legal protection at the U.S. embassy; an adjoining report was published on martinoticias.com.

These rumors also fueled, in part, a major immigration crisis as waves of migrants from Cuba traveled illegally through Ecuador, Colombia and Central America to reach the U.S. border. For many, the Martís were the only source of information.

The Martís began reporting on this emerging crisis from the earliest stages with daily updates on the perilous and often tragic journey. The network produced several special reports including pieces covering human trafficking rings setup to smuggle and charge \$7,000-\$10,000 per trip, how drug traffickers are using Cubans as “mules,” and about the underground businesses that have been created in the wake of the migration. Several special reports were produced from the Mexican border city of Tapachula, Chiapas, where a record number of Cubans travelled in order to reach the U.S. The Martís multimedia reporting included photo galleries, interviews with local immigration authorities and NGOs, as well as interviews with Cuban migrants who are often victims of crime, harassment, hunger, and even death as they travel through several countries on their way to the U.S.

A Cuban migrant looks at his mobile phone as he rests on the basketball court in Puerto Obaldía, Panama.
REUTERS/Carlos Jasso

“Cambio de Ruta” one of the special programs produced for the immigration coverage was recognized by the National Association of Television Arts and Science (NATAS) with an Emmy award. *For more information on BBG network coverage of global migration, see page 18.*

Pope Francis Visit

Pope Francis’ historic visit to Cuba and the U.S. was covered from numerous angles for the Cuban audience by the Martí, across all of the broadcast platforms. In addition to covering the Pontiff’s visit, the network shined a light on the Cuban government’s crackdown on independent journalists covering the historic event.

Alternative Distribution

TV Martí’s successful alternative distribution efforts continued and grew in 2015 with over 185,000 DVDs and USBs distributed on island, as well as numerous FTP downloads. The network of independent journalists commissioned by the Martí’s grew, and Martinoticias.com and social media pages such as Facebook and YouTube, garnered much more relevance in Cuba as wifi hot spots started to open throughout the island.

Leadership Changes

In December, Carlos A. Garcia-Pérez stepped down as Director of the Office of Cuba Broadcasting to return to the private sector and was replaced by Maria “Malule” González, a veteran journalist with Spanish-language media outlets.

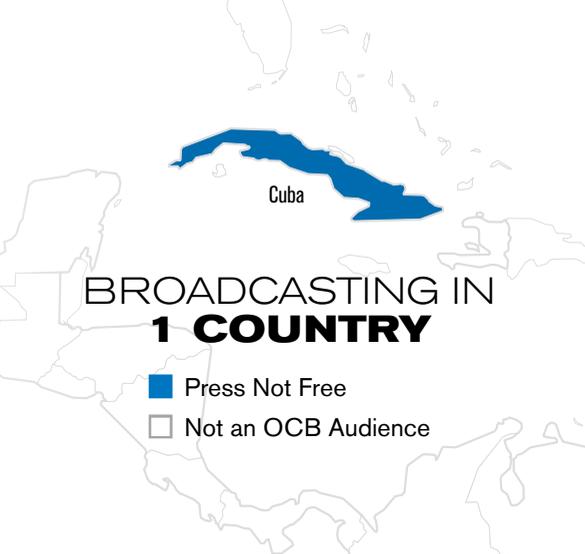
Pérez had served as OCB Director for five years, leading the Martí’s during a critical period calling for timely, hard-hitting and comprehensive news coverage of the renewal of U.S.-Cuban relations. He also oversaw OCB’s use of a range of new and emerging technologies to reach the Cuban people.

“I strongly believe that the people of Cuba must have access to free and accurate information, and I am thrilled to work alongside the entire Martí team to ensure that they do.”

— **Maria Gonzalez**, Director, OCB

“Carlos passionately worked to provide Cubans with unbiased, accurate and reliable information,” CEO John Lansing said. “He led the charge to improve programming, pursue new strategies to overcome Cuban jamming and enhance editorial effectiveness. He is a tireless defender of the right to freedom of opinion and expression (Article 19 of the Universal Declaration of Human Rights), and I know there are Cubans whose lives are better for it.”

González began her journalism career as a writer, producer and manager in Puerto Rico before moving to Univision in 1989, followed by Telemundo where she produced several shows and launched “CBS TeleNoticias,” the first Spanish 24-hour pan-regional news network. She later created popular programs for Venevision International, and served as General Manager for an independent local station in Puerto Rico and as Vice President and Station Manager for WLII and WSTE, two local stations owned and operated by Univision. González is a five-time Emmy winner.



José Valois and Isabel Cuervo were honored with a 2015 Suncoast Regional Emmy Award from The National Academy of Television Arts & Sciences (NATAS) for their work on “Cambio de Ruta” (Change in Route). OCB



Students arrested during the police crackdown in Letpadan are driven back to Thayawady prison in Burma/Myanmar's Bago region, March, 2015. RFA provided comprehensive coverage of the protests surrounding the National Education Reform law. RFA



Radio Free Asia

Budget: \$42.2 million in FY 2015
Employees: 264
Languages: 9 (see list on page 43)
Mobile Apps: available in 12 versions on Apple iOS and Android
Online: rfa.org
@RadioFreeAsia

Radio Free Asia

RFA is a private, nonprofit, multimedia news corporation. Through nine language services, RFA brings award-winning, authoritative, and domestic journalism and uncensored content to people in Asian countries that restrict free speech, freedom of the press and access to reliable information beyond their borders. Through television, satellite transmissions, social media platforms, mobile apps, and digital content available on 10 websites, in addition to reliable shortwave and AM radio broadcasts, RFA engages audiences in China, North Korea, Myanmar, Cambodia, Laos, and Vietnam.

Headquartered in Washington, D.C., RFA has eight overseas bureaus and offices, as well as a vast network of correspondents in Asia and around the world. Call-in programs, multimedia reports, and interactive websites offer audiences an open forum in which they can freely express and exchange opinions, perspectives, and ideas. RFA reports are regularly cited by major domestic and international media outlets.



RFA reporter, Sum Sok Ry, reports from Cambodia on the 40th anniversary of the Khmer Rouge takeover of Phnom Penh, part of RFA's on-going coverage of the Khmer Rouge tribunals and impact of the Cambodian genocide. RFA

Burma/Myanmar

Burma/Myanmar Elections

Radio Free Asia's Burmese Service closely covered the elections in Burma/Myanmar, in which millions voted for Aung San Suu Kyi's opposition party. To cover the historic polls, a team of RFA journalists traveled throughout Burma/Myanmar's many regions for perspectives from local men and women, younger people, candidates, officials, and international observers. For four weeks leading up to the election, the Myanmar Service launched RFA's first live TV broadcasts, providing an hour of daily election-related coverage. *For more information on BBG networks coverage of elections, please see page 24.*

Kokang Humanitarian Crisis

Radio Free Asia's Mandarin and Burmese services extensively covered hostilities between Burma/Myanmar's ethnic Kokang group and Burmese forces on the China-Burma border. Clashes resulted in hundreds of deaths and displaced tens of thousands, many of whom fled over the border into China to live in refugee camps, enduring poor conditions and reported cases of physical abuse and rape by Burmese troops.

Cambodia

Beating of Cambodian Opposition Lawmakers

RFA's Khmer Service reported that two Cambodian opposition lawmakers were attacked outside the National Assembly building in Phnom Penh. A political truce between the two major parties broke down earlier in 2015 when opposition members were jailed on what they claim were politically motivated charges of insurrection.

Khmer Service TV

In December, RFA's Khmer Service began posting its first half-hour TV news program online, *TV Azziz Serey*, (*TV Free Asia*), with plans to expand to an hour every day.

Khmer Rouge 40th Anniversary

In April, RFA's Khmer Service marked the 40th anniversary of the Khmer Rouge's takeover of Cambodia's capital, Phnom Penh. RFA interviewed survivors who were imprisoned by the brutal regime and a former Khmer Rouge soldier.

China

China's Crackdown on Lawyers

In July, the Chinese government began systematically raiding the homes of human rights lawyers and legal activists. Since then, nearly 300 lawyers and activists around the country have been either detained or disappeared. RFA reported on these cases, breaking news about several of them, including the recent arrest of rights lawyer Wang Yu's 16-year-old son on the Burma/Myanmar border as he tried to escape to the United States.



RFA has provided comprehensive coverage of nuclear issues throughout China including coverage of this protest in 2015. RFA

Cross Takedowns in Eastern China

RFA's Mandarin Service closely covered China's religious persecution in stunning detail in the eastern Zhejiang province, which has a large number of Christians. Citing a new campaign against so-called "illegal structures," government officials began tearing down crosses from churches all over the province.

China's Nuclear Risks

RFA Cantonese's four-part multimedia series, "A Citizenry Left in the Dark: China's Nuclear Power Industry," follows up on RFA's revelations in June 2010 when a nuclear power plant in close proximity to Hong Kong leaked radioactive material. Five years later, the majority of local residents interviewed by RFA at other nuclear power plants in southern China were only vaguely aware of nearby facilities, much less the health risks. In April, the series won the Sigma Delta Chi award from the Society of Professional Journalists.

Dalai Lama's 80th Birthday

The 80th birthday of His Holiness the Dalai Lama was celebrated with much fanfare all over the world in July. But inside Tibet, where simply possessing a photo of the Dalai Lama can result in punishment, RFA's Tibetan Service received a video from a monastery in Gansu province, on the Tibetan plateau. In the video, monks had gathered to offer rituals and prayers in honor of their exiled leader.

Uyghur Mine Attack

In November, Chinese security forces killed 28 suspects accused of a bloody September attack on a coal mine in China's Xinjiang Uyghur Autonomous Region. The attack was first reported by RFA's Uyghur Service, which uncovered that many of the fleeing suspects were families, including women and children. Global

outlets and human rights groups worldwide including CNN, *The New York Times*, *Washington Post*, BBC, *Le Obs*, Amnesty International and Human Rights Watch cited RFA's report.

Laos

Laos' Khoungxi Falls

In Laos, RFA reported exclusively on a provincial governor, who also happened to be the son-in-law of a former president, who approved a 99 year concession for the land around one of the country's most famous natural landmarks, the Khouangxi waterfalls. The public exposure led to a slap on the wrist and the provincial governor's transfer to another government position.

North Korea

North Korea's Prison Camps

In a six-part investigative series, RFA's Korean service took a hard and painful look into North Korea's infamous political prison camps and the horrendous human rights

violations the Kim Jong Un regime is committing inside them. Based on interviews with camp survivors, former prison guards, and human rights activists, our reporters gained unprecedented knowledge of the camp conditions. It is estimated that as many as 400,000 people have died in these camps from torture, starvation, disease, and execution. RFA's series became the basis for an e-book, available in English and Korean. **More information can be found at www.rfa.org/english/bookshelf.**

Vietnam

Young Vietnamese dissidents discussed the quest for greater human rights and rule of law in RFA's series "Vietnam Through the Lens." RFA's Vietnamese Service interviewed students, activists, and advocates in country for this popular series, who, despite the risk of harassment or punishment by authorities, shared their candid thoughts.



BROADCASTING IN 6 COUNTRIES

- Press Not Free
- Not an RFA Audience

9 LANGUAGES

EAST ASIA

- Burmese
- Cantonese
- Khmer
- Korean

South Asia

- Lao
- Mandarin
- Tibetan
- Uyghur
- Vietnamese

Breaking Free

RFA launched a multimedia online series focusing on survivors of human trafficking in Asia.

The series follows an award-winning RFA project in 2012 and features video reports, graphic animations and interviews with former victims.

The animations are based on drawings by a well-known former victim of human trafficking living in Cambodia today, Vannak Prum.

Alhurra reporter Faten Elwan covers story from Ramallah.
MBN



MBN

Middle East
Broadcasting Networks

Budget: \$109.4 million in FY 2015
Employees: 814 employees
Language: One, Arabic
Mobile Apps: available in Arabic on Apple iOS and Android
Online: alhurra.com
radiosawa.com
@alhurranews
@radiosawa

Middle East Broadcasting Networks

MBN is an Arabic-language news organization with a weekly audience of more than 25 million people in 22 countries in the Middle East and North Africa, countries Freedom House rated “not free” or “partly free” in 2016. MBN networks support democratic values by expanding the spectrum of ideas in the region and engaging audiences to share perspectives.

MBN consists of two television networks (Alhurra and Alhurra-Iraq); Radio Sawa; Afia Darfur; Alhurra.com; RadioSawa.com; Irfaasawtak.com and various social media platforms. The networks broadcast news and information from their headquarters in Northern Virginia, along with bureaus in Cairo, Dubai, Jerusalem, Beirut, Baghdad and Washington, DC. MBN has correspondents throughout the Middle East and North Africa. Alhurra and Radio Sawa are cited as a source of news by media outlets across the region on a daily basis.



Alhurra-Iraq reporter Mahmood F. Othman reports from the Anbar Province in Iraq. MBN

In 2015, Alhurra launched two new interactive call-in programs, *You and Nabila* and *DardeshTAG*. Both programs provide Arab youth an opportunity to be heard and participate in dialogue about important topics. They brought together Alhurra’s digital and broadcast properties to discuss topics such as privacy laws, identity theft and the rights of women and youth.

Radio Sawa re-established the popular morning show, *Morning Papers*, on the Iraq stream. The program focuses on political, social and cultural issues impacting Iraqis. Previously airing on Radio Free Iraq, *Morning Papers* explores what Iraqis are thinking through person on the street interviews, calls from Iraqis and Facebook posts expanding the discussion.

Raise Your Voice

In September 2015, MBN launched the *Raise Your Voice* campaign to amplify and provide a platform for moderate voices to disavow extremism through television, radio, and digital (web, social, mobile) platforms. *Raise Your Voice* encourages Iraqi citizens to speak out against extremism and the underlying causes of terrorism. By identifying the issues ISIL is exploiting, Iraqis can propose solutions that will ultimately undermine ISIL’s narrative. The *Raise Your Voice* social media properties, call-in radio show and television programming provide

“You ask us to share our stories, I have thousands of stories, but I have been waiting for someone that will listen. We are hoping you will save us, or least support us with words.”

– Comment by woman in Mosul posted on the *Raise Your Voice* Facebook page

forums for activists, youth and others to share their ideas on sectarian relationships, religious freedom, and freedom of expression. The new Alhurra programming offers powerful personal testimonies that reveal the realities of life in ISIL territory and the pain and suffering ISIL inflicts on families and communities.

Television

Raise Your Voice television programs provide a platform for perspectives of NGOs, Iraqi students, and academia on current and future challenges; showcase local acts of heroism in confronting these challenging times; and explore the view from Northern Iraq.

Alhurra-Iraq launched three new television programs that highlight the causes of violent extremism, showcase local acts of heroism in confronting these challenges, and offer a view from Northern Iraq on the challenges they are confronting.

From Erbil, which reports from the streets of Kurdistan and focuses on the plurality of Iraq, discusses topics that are important to all Iraqis, such as human and minorities rights, violence against women, unemployment and problems in the agriculture and tourism sectors.



“We fight ISIL by standing together against it. I live in Hawijah and go to the upper floor to listen and participate in your program. If Daesh catches me they will kill me.”

– Listener to Radio Sawa’s interactive call-in program

Light Among Us offers its viewers a journey of hope by presenting engaging human interest stories from the heart of Iraq. It reflects a message of optimism by highlighting the work of Iraqis who are trying to make a difference in their society and in the lives of their fellow citizens despite all challenges.

Your Question is a monthly program that serves as a platform where activists, young people and students can ask questions to people they do not normally have access to. Each episode focuses on a different topic such as freedom of expression, sectarian relationships and the importance of interfaith harmony.

In September, Alhurra Television launched *Delusional Paradise*, a ground-breaking documentary series exposing the brutality of extremism and the viciousness of ISIL. The weekly program features stories of families who have suffered at the hands of ISIL. The series consists of first-hand accounts of families and friends of ISIL recruits. *Delusional Paradise* exposes ISIL’s true nature highlighting its hypocrisy and countering its false claims of acting in the name of religion. The program gives a voice and platform to victims, many of whom are speaking publicly for the first time. It airs on Alhurra and Alhurra-Iraq.

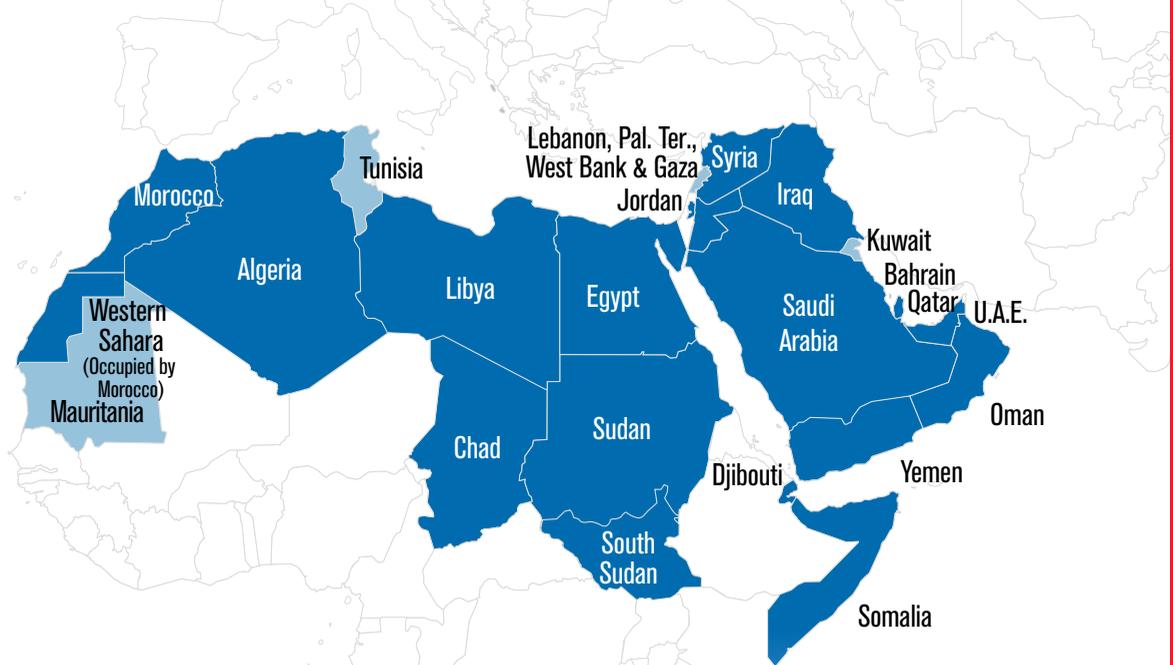
Radio Sawa correspondent Hussein Elshemmari interviews protesters in Kut, Iraq. MBN

Digital

The *Raise Your Voice* digital component amplifies moderate voices addressing the underlying issues that lead to extremism, such as unemployment, religious intolerance, and lack of rights for women and minorities. Each week the campaign introduces a new topic on which the audience is invited to engage. The social media properties provide input on a select topic from reporters and the wider community. The website features essays, investigative reports, Facebook Live discussions, infographics, short videos, discussion summaries around a selected theme at the root of violent extremism. Community managers provoke and moderate discussion on social media.

Radio

The new *Raise Your Voice* daily call-in radio show *What's Your Question?* serves as a platform to discuss and debate the effects of terrorism, extremism, and intolerance. It invites discourse with the hosts, guests in Baghdad, and among listeners. Additional *Raise*



BROADCASTING IN 22 COUNTRIES

- Press Not Free
- Press Partly Free
- Not an MBN Audience

Your Voice television shows provide a platform for perspectives of NGOs, Iraqi students, and academia on current and future challenges; showcase local acts of heroism in confronting these challenging times; and explore the view from Northern Iraq.

In November 2015 in-depth interviews were conducted with Syrian refugees in Turkey. One female respondent noted that what she saw on Alhurra changed her opinion of ISIL. According to the woman: "Alhurra's coverage of ISIL has changed my thinking. We did not know whether they were Islamists or non-Islamists, we only knew they were good. But now I've seen their execution and murder; they moved from "the normal execution" to burning people. So that changed my thinking about ISIL. Alhurra presented the topic in a logical and expressive manner. How can I explain that to you? Because they showed different views of everyone in the street, not restricted to an educated, economic or political class; it gives you freedom. I have not seen this story covered in a similar way in other media."

REACHING MORE AUDIENCES IN IRAQ

A national survey in Iraq showed that MBN is reaching large audiences and shaping the way many Iraqis think about violent extremism and ISIL. Among past week Alhurra viewers:

- 44% agreed that something they saw on Alhurra led them to think differently about ISIL
- 59% agreed strongly that Alhurra provides important information about ISIL



Radio Sawa reporter Saad Elamir interviews a woman in Quadisiya, Iraq. MBN

Local technical staff work on repairs to the IBB 24/7 FM transmitter system in N'Djamena, Chad which carries both Radio Sawa and VOA programming in Arabic and French. BGG



IBB

International Broadcasting
Bureau (IBB)

Office of Technology,
Services & Innovation (TSI)

IBB Budget: \$61.3 million in FY 2015

IBB Employees: 202 employees

TSI Budget: \$180.6 million in FY 2015

TSI Employees: 400 employees

The International Broadcasting Bureau (IBB) is responsible for BBG's strategic planning, transmissions, audience research, performance management, marketing, and program placement for all of U.S. international media. The Office of Technology, Services and Innovation (TSI) manages BBG's technical and infrastructure functions, including delivering content for the agency's networks and efficiently leveraging cutting-edge and emerging technology to reach new audiences and expand the ways the networks tell stories.

International Broadcasting Bureau

IBB plays a vital role in strategy development and partnership building in key markets, as well as the business operations of the federal entities. The bureau also manages the BBG's communications, financial operations and legal support, and rapidly growing Internet and mobile audience platforms and services. IBB provides research and performance evaluations, as well as management of human resources, procurement, security, and other critical administrative support for the BBG.



Regional Marketing Representative Oscar Barcelo (center) meets with ATV news director Roxana Coronado, news anchor Pilar Higashi, and news producer Carlos Muñoz. ATV is a top-rated national 24/7 news channel in Peru. IBB

Expansion of Affiliate Strategy

IBB's Office of Strategy and Development (OSD) continued a successful "U.S. Bureau" affiliate strategy and expanded it to new regions. Based on placing interactive reports on local affiliates, this strategy has been tremendously successful in markets from Latin America to sub-Saharan Africa. BBG networks are expanding this concept by partnering with affiliates, including such high-profile networks as Channels TV in Nigeria and TV Azteca in Mexico, in newsgathering as well as capitalizing on other learning and exchange opportunities.

VOA and RFE/RL programs are carried on more than 120 television, radio and internet outlets in Ukraine. VOA's Ukrainian Service now acts as a de facto Washington bureau for four major national television channels: Channel 5, First National TV, ICTV and Channel 24, including live weekly interactives and special reports for ICTV and First National TV. RFE/RL's Ukrainian Service provides reporting from Europe for ICTV. OSD has also placed joint VOA-RFE/RL Russian-language programming with more than 25 affiliates in countries including Lithuania, Moldova, Ukraine, Latvia, Georgia, Tajikistan, and Kyrgyzstan.

This programming provides audiences with an alternative perspective in a region dominated by the Kremlin narrative.



Journalist training in Ivory Coast. IBB

OSD's Bangkok marketing office continues to expand placement of VOA (and now RFA) content into Burma/Myanmar. A new agreement with "Cherry FM," a nationwide network, provides RFA content as text into the station's newscasts, to be used with full attribution.

Media Training

The BBG also supports a free and open press by improving the capacity of its media partners around the world. Through journalism and media business training, and in partnership with U.S. agencies such as the Department of State, the Centers for Disease Control and Prevention and the U.S. Agency for International Development, in 2015 the BBG trained hundreds of reporters, editors and news managers in countries including Bangladesh, Burundi, Ukraine, Haiti, Belarus, Jordan, the DRC, Jamaica, and others in the Balkans and East Africa. Training topics have included political reporting, journalism ethics, best practices in journalism, health, education, entrepreneurship, the environment, and the use of new technologies.



In 2015, VOA launched a 24/7 FM in Dakar, Senegal. At the ribbon cutting ceremony, Alioune Drame, Director of Communications for Senegal's Ministry of Communication, U.S. Ambassador James P. Zumwalt and BBG Director of Strategy and Development Bruce Sherman celebrate the launch of the new station. VOA

Digital Engagement and Innovations

IBB's Office of Digital and Design Innovation (ODDI) led several advancements in 2015 to increase access and engagement with USIM audiences. The new VOA Audio Streamer app makes it possible for users in low-bandwidth countries to access VOA content via their mobile phone. ODDI also developed, in partnership with BBG networks, several electronic publications using innovative designs and creative digital-first storytelling. Successful ePubs from 2015 include a series of electronic publications with VOA's Chinese division, with RFA on its illustrated Women's Rights project and interactive Human Trafficking special, and with VOA Digital and Learning English on its project, "The Making of the Constitution."

Office of Technology, Services & Innovation

TSI provides engineering and technical support to support BBG staff and operations in Washington, D.C. and abroad. TSI distributes content from BBG broadcasters in the most effective and efficient way to audiences in more than 100 countries. In addition to traditional radio and television transmissions, TSI maintains, operates and supports delivery platforms including a satellite network, internet capability and mobile devices.

TSI has spearheaded a process of migration away from less effective transmission to platforms that audiences prefer and transfer of transmission from costly facilities to lower cost options.



Anti-Censorship Activities

TSI's Internet Anti-Censorship (IAC) team develop solutions for audiences who cannot access uncensored information due to jamming, surveillance or other tools of oppression. Cuba, for instance, remained one of the most tightly controlled countries in the world in 2015 in the availability and use of the internet. To counter this, IAC, working with the Office of Cuba Broadcasting, provided two-way, satellite-based connectivity and SMS-based programs, allowing the BBG to deliver 86 terabytes of information and facilitate the transmission of more than 10 million messages to addresses in and outside of Cuba.

In 2015, IAC also continued to expand its capacity to send blast emails to Chinese, Vietnamese and Cuban audiences that consume BBG content. These emails are also used to share information on Internet circumvention tools, web proxy addresses, links to web and social media pages, and satellite and radio reception information. The BBG has nearly 20 million subscribers and delivered more than 4.2 billion emails in 2015.

IAC's censorship evading technology also enabled the BBG to deliver about 958 million hits and more than 54 petabytes (54,000 terabytes) of information to people who would otherwise be blocked from web-based URLs, desktop applications and mobile applications that link to proxy servers permitting access to BBG content and the Internet.

BBG was part of a coalition of broadcasters that won support for efforts to stop satellite jamming at the International Telecommunication Union (ITU). Delegates to two major ITU conferences supported efforts to give the ITU an independent capability to identify the source of satellite interference, a process known as "geolocation." Jamming of satellites in space by Iran has not been detected since late 2012; however, there are persistent reports from Iran of ground-based interference with VOA and RFE/RL Persian broadcasts.

GLOBAL BBG DISTRIBUTION

5.3b emails

20 m subscribers

4,100 hours
original programming each week

3,000 affiliates

197 transmitters

97 transmitting sites

14 satellites

6 marketing offices

5 networks

Workforce Support

IBB also launched a learning management system to organize, track and maintain records for the organized learning experiences for BBG employees. The system allows employees to retrieve their learning history at any time and plan future training in an organized fashion. The Office of Workforce Support and Development also secured a partnership with a leading online learning company to provide employees with video based online learning resources for business, software, technology and creative skills.



VOA French to Africa reporter Idrissa Fall is interviewed by Senegalese press at the launch event for the new 24/7 FM station in Dakar. VOA

Expansion of 24/7 FMs in sub-Saharan Africa

IBB and TSI continued to increase distribution capacity in Africa's volatile Sahel region. Since 2011, BBG has installed FM transmitters in Bangui, Central African Republic; Bamako, Mali; Juba, South Sudan; N'Djamena, Chad; Nouakchott, Mauritania; Dakar, Senegal; Bujumbura, Burundi; and Timbuktu and Gao, Mali. At the end of 2015, additional stations were under construction in Niamey, Niger, as well as in four cities in the DRC. These stations provide VOA and Radio Sawa programming with news, information, and music to young audiences vulnerable to extremist recruitment. Agency owned-and-operated FMs are a proven means of staying on the air during civil unrest. In the spring of 2015, when all private radio stations in Bujumbura, Burundi were silenced during election-related unrest, VOA remained on the air via the BBG FM transmitter.

AWARDS 2015

BBG journalists, producers and other staff were honored with numerous professional awards from around the world. More information is available at bbg.gov/2015awards.

BBG

2015 DAVID R. BURKE AWARDS

Every year the BBG presents the David Burke Distinguished Journalism Awards to recognize courage, integrity and professionalism of journalists working for U.S. international media.

VOA Ibrahim Ahmed, Hausa Service

RFE/RL The staff of Azerbaijani Service's Baku Bureau

OCB José Alpizar

RFA Shohret Hoshur, Uyghur Service

MBN The producers of Alhurra's *Delusional Paradise*



Then OCB director Carlos García-Pérez celebrates with reporter José Alpizar on his David Burke Distinguished Journalism Award. BBG

INTERNET

MULTIMEDIA/ONLINE JOURNALISM 2015

VOA Google Glass & Other Wearables

COMMUNICATOR AWARDS

Online Video-Podcasts-Other (Award of Excellence)

RFE/RL *Power Vertical*

Online Video-Animation (Award of Distinction)

RFE/RL Current Time, Russian Service
And Now We Win

Online Video-News (Award of Distinction)

RFE/RL Russian Service
Displaced Ukrainians

THE LOVIE AWARDS

Internet Video: Documentary (Bronze Award)

RFE/RL Russian Service
Displaced Ukrainians

Public Service & Activism (Shortlist)

RFE/RL Balkan Service
The Faces of Srebrenica

ASSOCIATION OF INTERNATIONAL BROADCASTERS (AIB) AWARDS

Online Factual Production (Highly Commended)

RFE/RL *My Ukraine*

AFGHAN SOCIAL MEDIA AWARDS

Twitter Power User

RFE/RL Radio Free Afghanistan

IWPR KYRGYZSTAN HUMAN RIGHTS & INVESTIGATIVE JOURNALISM AWARDS

Online / Radio (First Place)

RFE/RL Kyrgyz Service

MOBILE

2015 GSMA GLOBAL MOBILE AWARDS

App of the Year (Finalist)

MBN, ODDI Radio Sawa Mobile App

Best Mobile Media & Publishing App (Finalist)

VOA, ODDI VOA News App

Best Mobile Music App (Finalist)

MBN Radio Sawa App

SOCIETY OF NEWS DESIGN (SND) BEST OF DIGITAL DESIGN

Redesign (Winner / 1st Place)

MBN Alhurra Mobile App

APPY AWARDS

Audio/Radio (Bronze)

MBN Radio Sawa App

RADIO

NEW YORK FESTIVALS RADIO PROGRAM AWARDS

Information/Documentary Magazine Format (Gold)

RFE/RL Radio Farda
Tradition of the Blade

Entertainment/Best Regularly Scheduled Comedy Program (Silver)

RFE/RL Radio Farda
Five in the Afternoon

Human Interest (Silver)

MBN Radio Sawa
Humanitarian Crisis Facing Syrian Children

Best Investigative Reporting (Bronze)

RFA Cantonese Service
*A Citizenry Left in the Dark:
China's Nuclear Power Industry*

Best Investigative Reporting (Finalist)

MBN.....Radio Sawa
Underage Marriage in Sudan

Best Human Interest Story (Finalist)

MBN.....Radio Sawa
Religious Tolerance Through a Trifith Initiative

Breaking News Category (Finalist)

VOA.....Somali Service
The Stowaway Boy's Parents

ASSOCIATION OF INTERNATIONAL BROADCASTERS (AIB) AWARDS

Radio Current Affairs Documentary (Highly Commended)

RFE/RL.....Radio Farda
Tradition of the Blade

MIMAR MIRA AWARD (CENTER FOR PEACE AND MULTIETHNIC COOPERATION, MOSTAR, BIH)

RFE/RL.....Balkan Service
Bridge

IWPR KYRGYZSTAN HUMAN RIGHTS & INVESTIGATIVE JOURNALISM AWARDS

Coverage of Children's and Women's Rights Issues (First Place)

RFE/RL.....*Nuripa: Spouse Dragged Me By The Hair*

AFGHANISTAN MINISTRY OF HEALTH, HEALTH AWARENESS RECOGNITION AWARD—HEALTH CALL-IN SHOW

VOA.....Radio Ashna

TELEVISION

NEW YORK FESTIVALS INTERNATIONAL TV AND FILM AWARDS

Social Issues Documentary (Silver)

VOA....."AIDS: Living in the Shadows"

Best Community Portrait Documentary (Bronze)

MBN.....Alhurra Television
Street Pulse

Human Interest Reports (Finalist)

MBN.....Alhurra Television
Religious Tolerance

Documentary/Information Program Promotion (Finalist)

MBN.....Alhurra Television
Boxing Girls of Kabul

Station/Network ID (Finalist)

MBN.....Alhurra Television
Alhurra 10th Anniversary Campaign

ASSOCIATION OF INTERNATIONAL BROADCASTERS (AIB) AWARDS

TV Short News Report

REF/RL.....Ukrainian Service
Revealed: The Palaces Of Ukraine's Energy Oligarchs

TV Domestic Investigative Documentary

RFE/RL.....Ukrainian Service
Questions Raised Over Poroshenko's Role In Valuable Kyiv Land Deal

EMMY AWARDS BY THE NATIONAL ACADEMY OF TELEVISION ARTS AND SCIENCES SUNCOAST CHAPTER

Societal Concerns—Program

OCB.....*Cambio de Ruta*

RELIGION NEWSWRITERS ASSOCIATION AWARD

National Network/ Cable News Religion Reporting

VOA.....*Relic of Saint Draws Catholics Worried About Immigration Issue*

CHESAPEAKE ASSOCIATED PRESS BROADCASTERS ASSOCIATION AWARDS

The One Man Band Videojournalist of the Year

VOA.....Kane Farabaugh

NATIONAL AWARD FOR INVESTIGATIVE JOURNALISM (UKRAINE)

Video Category (Second Prize)

REF/RL.....Ukrainian Service
Laundromat

PODGORICA JOURNALISM FORUM

Radio-Television Production

RFE/RL.....Balkan Service

ARTDOC FEST FILM FESTIVAL (RUSSIA)

Best Short Documentary

RFE/RL.....Current Time
Airport Donetsk

PEOPLE OF THE NEW ERA (NOVOYE VREMYA MAGAZINE, UKRAINE)

For the Highest Standards of Integrity

RFE/RL.....Ukrainian Service
Schemes Program

CAIRO MONDIAL FOR ART AND MEDIA

Gold Award

MBN.....Alhurra
Al Youm

CHESAPEAKE ASSOCIATED PRESS BROADCASTERS ASSOCIATION AWARDS OUTSTANDING SPECIALTY REPORTING (SCIENCE)

VOA.....Steve Baragona

AFGHANISTAN MINISTRY OF HEALTH, HEALTH AWARENESS RECOGNITION AWARD—TV SHOW HOST

VOA.....Dr. Njibullah Ahmad, Radio Ashna/Tolo TV

SEARCH FOR COMMON GROUND—KYRGYZSTAN

"Best coverage of religious extremism and terrorism in Kyrgyzstan and Central Asia"

RFE/RL.....Kyrgyz Service
Azattyk+

AWARDS 2015

SPECIAL NOTE

BARBARA GOLDSMITH FREEDOM TO WRITE AWARD (PEN AMERICAN CENTER)

RFE/RL.....Khadija Ismayilova, Azerbaijani Service

NATIONAL PRESS CLUB

John Aubuchon Press Freedom Award

RFE/RL.....Khadija Ismayilova, Azerbaijani Service

100 LEADING THINKERS OF 2015 (FOREIGN POLICY INSTITUTE)

Chroniclers

RFE/RL.....Khadija Ismayilova, Azerbaijani Service



RFE/RL journalist Khadija Ismayilova received numerous awards for her investigative reporting in Azerbaijan.

PRINCESS ORDER OF THIRD CLASS

VOA.....Myroslava Gongadze, Ukrainian Service Chief
Presented by President Poroshenko

OLEKSANDR KRYVENKO AWARD (UKRAINE)

Progress in Journalism

RFE/RL.....Ukrainian Service, News Coverage of Ukraine

NATIONAL AWARD FOR INVESTIGATIVE JOURNALISM (UKRAINE)

Print Category (First Prize)

RFE/RL.....Ukrainian Service
Life at the Reactor

NEXTGEN PUBLIC SERVICE AWARDS

Superior Public Service (Finalist)

IBB.....Joan Mower, Will Sullivan

GOLDEN KEY (FREEDOM OF INFORMATION CENTER OF ARMENIA)

Journalist/Media Outlet Most Actively Covering Freedom
of Information Issues

RFE/RL.....Armenian Service

UNION OF ALBANIAN JOURNALISTS, LIFETIME ACHIEVEMENT AWARD

VOA.....Ilir Ikonami, Albanian Service

AFGHAN SENATE LETTER OF APPRECIATION

RFE/RL.....Radio Azadi, Afghan Service

NATIONAL ORDER FOR FAITHFUL SERVICE (ROMANIA)

Rank of Knight

RFE/RL.....Oana Serafim, Moldovan Service

PRESS COUNCIL OF MOLDOVA

The National Prize for Ethics and Deontology in Professional Journalism

RFE/RL.....Moldovan Service

Golden Apple for the Best Coverage of Cultural Issues

REF/RL.....Moldovan Service
"Pur si simplu"

AFGHAN CRICKET BOARD CRICKET PROMOTION RECOGNITION AWARD

VOA.....Matiullah Abid Noor, Mohammad Jafar
and Whidullah Faizi Safi

2015 MAN OF THE YEAR (VIP MAGAZINE, MOLDOVA)

Mass Media

RFE/RL.....Vasile Botnaru, Moldovan Service

Broadcasting Board of Governors

The Broadcasting Board of Governors is the independent federal agency that oversees all U.S. civilian international media, and it is the name of the board that governs the Agency.

Selecting and appointing a Chief Executive Officer was a key objective of the BBG and the Obama Administration, and was supported by the Office of Inspector General, to improve management and efficiency of BBG operations and mitigate the challenges of a part-time board.

Respected journalist and media executive Andrew Lack served as the first-ever CEO and Director of the agency before making an unforeseen return to NBC News. BBG Director of Global Technology, Services and Innovation André Mendes served as Interim CEO and Director until September when the BBG selected renowned media executive John F. Lansing as permanent CEO and Director. *Read more about CEO Lansing on page 9.*

In December, the Board named Maria “Malule” González as the new Director of the Office of Cuba Broadcasting after Carlos A. Garcia-Pérez stepped down from the position. *Read more about the new OCB Director on page 39.*

The Board meets regularly throughout the year to discuss the agency's performance, review agency policies and provide strategic direction. Board meetings and related documents are available for viewing online, bbg.gov/boardmeetings.



Secretary of State John Kerry sits down for an interview with VOA's Persian Service Director Setareh Derakhshesh in July. VOA

The Board is bi-partisan and composed of nine members with expertise in the fields of mass communications, broadcast media, or international affairs. Eight members are appointment by the President and confirmed by the Senate. The ninth, the Secretary of State, serves *ex officio*.

Governors serving in 2015



Jeff Shell, Chairman

Jeff Shell is chairman of Universal Filmed Entertainment.

He previously served as chairman of NBC Universal International from 2011-2013

and as president of Comcast Programming Group from 2005 to 2011. Prior to joining Comcast, Shell held a number of positions, including CEO of Gemstar TV Guide International and President of the FOX Cable Networks Group. As president of the FOX Cable Networks, he oversaw the operations of FOX's entertainment and sports cable programming businesses. He currently serves on the board of the National Constitution Center. Shell earned a B.S. in Economics and Applied Mathematics from the University of California, Berkeley and an M.B.A. from Harvard University.

Shell chairs the BBG's Advisory Committee and served as chair on the Special Committee on the Creation of a CEO of U.S. International Media. He also chairs the board of directors for the BBG's grantee networks.

He has served as Chairman of the Broadcasting Board of Governors since August 2013.



Matthew Armstrong

Matthew C. Armstrong is an author, speaker, and strategist on issues related to public diplomacy. He has worked on traditional and emerging security issues with civilian and military government agencies, news organizations, think tanks, and academia across several continents.

Armstrong serves on several organizational boards, including the Public Diplomacy Council, a nonprofit group committed to the importance of the academic study, professional practice, and responsible advocacy of public diplomacy. He is also on the board for the Lodestone Trust, a land conservation trust providing an enduring venue for the research and development of programs in outdoor group therapy for military service-related post-traumatic stress disorder patients under professional supervision. He is president and founder of the Mountain Runner Institute, a non-profit organization focused on issues related to public diplomacy. He earned a B.A. in International Relations and a Master of Public Diplomacy from the University of Southern California.

Armstrong is a member of the BBG Advisory Committee and the Special Committee on Internet Anti-Censorship. He also served on the Special Committee on the Creation of a CEO of U.S. International Media and served as chair of the Special Committee on the Future of Shortwave Broadcasting.

He has served on the Broadcasting Board of Governors since August 2013.



TOP: BBG Governors Kenneth Weinstein and Dr. Leon Aron during a break at a board meeting in Washington, D.C. BBG

LEFT: BBG Chairman Jeff Shell presides over a board meeting. BBG

RIGHT: Governor Matt Armstrong met with Burma President Thein Sein during a trip to Southeast Asia in June. BBG



Dr. Leon Aron

Dr. Leon Aron is Resident Scholar and Director of Russian Studies at the American Enterprise Institute, a position he has held since 1993. He was a weekly Contributor at the Voice of America's Russian language

radio and television show *Gliadya iz Ameriki (Looking from America)* from 1990 to 2004. Dr. Aron was previously an Adjunct Professor at Georgetown University from 1994 to 1996 and a Senior Policy Analyst at the Heritage Foundation from 1987 to 1992. He was awarded the Peace Fellowship from the U.S. Institute of Peace from 1992 to 1993. Dr. Aron received a B.A. from Moscow State Pedagogical Institute and an M.A. and a Ph.D. from Columbia University.

Aron serves on the Special Committee on Internet Anti-Censorship.

He has served on the Broadcasting Board of Governors since December 2014.



Amb. Ryan Crocker

Ambassador Ryan C. Crocker is dean of the Bush School of Government and Public Service at Texas A&M University—a position from which he had taken a leave of absence to serve as U.S.

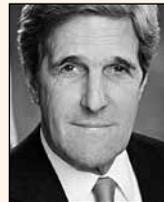
ambassador to Afghanistan from 2011 to 2012.

Crocker is also the James Schlesinger Distinguished Visiting Professor at the University of Virginia. Prior to resuming his position as dean, Ambassador Crocker was a Kissinger Senior Fellow at Yale University. His 37-year career in the Foreign Service included service as U.S. Ambassador to Iraq, Pakistan, Syria, Kuwait, and Lebanon. He is a member of the Council on

Foreign Relations and the Board of Trustees of Whitman College. Ambassador Crocker is a recipient of the Presidential Medal of Freedom, the Presidential Distinguished Service Award, the Secretary of State's Distinguished Service Award, and the Department of Defense Medal for Distinguished Civilian Service. He earned a B.A. from Whitman College.

Crocker served on the Special Committee on the Future of Shortwave Radio Broadcasting.

He has served on the Broadcasting Board of Governors since August 2013.



John Kerry

On February 1, 2013, John Forbes Kerry became the 68th Secretary of State of the United States.

Previously, Mr. Kerry served 28 years in the United States Senate, with the last four as Chairman of the Senate Foreign Relations Committee.

As a senator Mr. Kerry was a leader on key foreign policy and national security issues facing the United States, including nuclear nonproliferation and global climate change. Prior to chairing the committee, Mr. Kerry chaired the Asia and Middle East subcommittees where he authored and passed major legislation on international drug trafficking, international money laundering, humanitarian aid, and climate change, and he helped negotiate the agreement establishing the United Nations tribunal to prosecute war crimes in Cambodia. Mr. Kerry is represented on the Board by Richard Stengel, Under Secretary of State for Public Diplomacy and Public Affairs.



TOP: Ambassador Karen Kornbluh at a board meeting in Washington, D.C. BBG

BOTTOM: (l-r) Governors Michael Kempner, Ambassador Ryan Crocker, Kenneth Weinstein and Matt Armstrong at RFE/RL headquarters in Prague. BBG



Michael W. Kempner

Michael W. Kempner is the Founder, President, and CEO of MWW, a public relations firm he founded in 1986. He is board member of Goodwill Industries International

and a Founding Board Member of ConnectOne Bancorp. He served on the White House Council for Community Solutions from 2010 to 2012. In 2013, he was named Agency Leader of the Year by PR News, Executive of the Year by American Business Awards, and Agency Professional of the Year and Communications Professional of the Year by Bulldog Stars of PR. Mr. Kempner received a B.S. from American University.

Kempner serves on the BBG Advisory Committee.

He has served on the Broadcasting Board of Governors since December 2014.



Amb. Karen Kornbluh

Ambassador Karen Kornbluh is the Executive Vice President of External Affairs for Nielsen, responsible for global public policy, privacy strategy, and corporate social responsibility. Prior to joining

Nielsen, Kornbluh was the U.S. Ambassador to the Organization for Economic Co-operation and Development (OECD) from 2009-2012. Previously, she was Policy Director for then Senator Barack Obama. In the Clinton Administration, she served as Deputy Chief of Staff at the U.S. Department of Treasury and Director of the Office of Legislative and Intergovernmental Affairs at the Federal Communications Commission. Additionally, Kornbluh founded the New America Foundation's Work and Family Program and

is a senior fellow for Digital Policy at the Council on Foreign Relations. She has a bachelor's degree from Bryn Mawr College and a Master of Public Policy degree from the John F. Kennedy School of Government at Harvard University.

Kornbluh chairs the Special Committee on Internet Anti-Censorship.

She has served on the Broadcasting Board of Governors since December 2014.



Kenneth Weinstein

Kenneth Weinstein has been President and CEO of Hudson Institute since 2011. Since joining Hudson Institute in 1999, he has held several other positions, including Chief Executive Officer, Chief Operating Officer, Senior Fellow, and Director of the Washington Office. From 1996 to 1998, he was the Director of the Government Reform Project at the Heritage Foundation, and from 1994 to 1996, he was Director of Research at the New Citizenship Project. He served on the National Council of the Humanities from 2006 to 2012 and was appointed to the D.C. Advisory Board to the U.S. Commission on Civil Rights in 2010. Weinstein received a B.A. from the University of Chicago, an M.Phil. from the Institut d'Études Politiques de Paris, and a Ph.D. from Harvard University.

Weinstein serves as member of the BBG Advisory Committee and the Special Committee on Internet Anti-Censorship. He also served on the Special Committee on the Creation of a CEO of U.S. International Media as well as the Special Committee on the Future of Shortwave Broadcasting.

He has served on the Broadcasting Board of Governors since September 2013.



TOP: Ambassador Ryan Crocker listens to a presentation at a board meeting in Washington, D.C. BBG

RIGHT: Under Secretary of State for Public Diplomacy and Public Affairs Richard Stengel (right) meets with U.S. Ambassador to the Czech Republic Andrew Shapiro at RFE/RL's Prague headquarters. RFE/RL

BBG FAST FACTS

Our networks provide access to accurate, objective news and information to audiences across the globe.

61 LANGUAGES WORLDWIDE

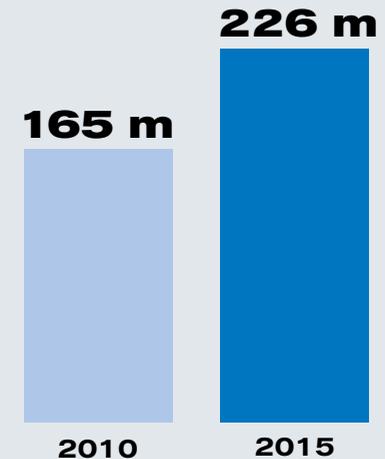
GLOBAL	Shona	EAST ASIA	EASTERN/ CENTRAL EUROPE	EURASIA	LATIN AMERICA
English <i>(including Learning English)</i>	Somali	Burmese	Albanian	Armenian	Creole
	Songhai	Cantonese	Bosnian	Avar	Spanish
	Swahili	Indonesian	Croatian	Azerbaijani	
	Tigrigna	Khmer	Macedonian	Bashkir	NEAR EAST/ NORTH AFRICA
AFRICA		Korean	Montenegrin	Belarusian	Arabic
Afaan Oromoo	CENTRAL ASIA	Lao	Romanian	Chechen	Kurdish
Amharic	Kazakh	Mandarin	to Moldova	Circassian	Turkish
Bambara	Kyrgyz	Thai	Serbian	Crimean Tatar	
French	Tajik	Tibetan	Ukrainian	Georgian	SOUTH ASIA
Hausa	Turkmen	Uyghur		Russian	Bangla
Kinyarwanda	Uzbek	Vietnamese		Tatar	Dari
Kirundi					Pashto
Ndebele					Persian
Portuguese					Urdu
Sango					

226 MILLION PEOPLE*

100 COUNTRIES

*In keeping with standards developed by the major western international broadcasters, BBG measures and reports unduplicated audience, meaning each individual, regardless of how many programs watched or listened to, or media platforms used, is counted only once.

Growth in Measured Audience
Millions of adults, weekly



Diverse Content Delivery

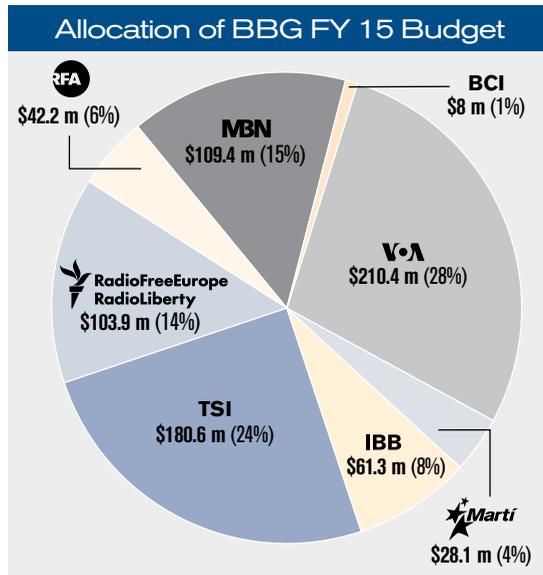
PLATFORM	FM	AM	SW	Satellite	Terrestrial TV	Live Streaming	On-Demand	Web	Mobile	Social Media	E-mail	SMS	DVD/Flash Drives
Audio	■	■	■	■		■	■	■	■	■			■
Video				■	■	■	■	■	■	■			■
Text				■				■	■	■	■	■	■

Financial Highlights

The independent accounting firm, Kearney & Company, conducted our FY 2015 financial statement audit and issued an unmodified opinion on our Principal Financial Statements.

Preparing these statements allows the BBG to improve financial management and provide accurate and reliable information to Congress, the President, and the taxpayer. BBG management is responsible for the integrity and objectivity of the financial information presented in the statements.

The financial statements and financial data presented in this report have been prepared from the accounting records of the BBG in conformity with generally accepted accounting principles and incorporate the application of the standards as prescribed by the Federal Accounting Standards Advisory Board.



(IN THOUSANDS)	2015	2014
AT END OF THE YEAR		
Condensed Balance Sheet Data		
Fund Balance with Treasury	\$ 204,609	\$ 191,082
Accounts Receivable	1,656	226
Advances to Surrogate Broadcasters	44,800	55,000
Property, Plant and Equipment	111,176	116,411
Other	962	6,324
TOTAL ASSETS	\$ 363,203	\$ 369,043
Accounts Payable and Other	\$ 34,789	\$ 42,038
Payroll and Retirement Benefits	44,666	40,713
TOTAL LIABILITIES	\$ 79,455	\$ 82,751
Unexpended Appropriations	\$ 194,975	\$ 196,694
Cumulative Results of Operations	88,773	89,598
TOTAL NET POSITION	\$ 283,748	\$ 286,292
Total Liabilities and Net Position	\$ 363,203	\$ 369,043

(IN THOUSANDS)	2015	2014
FOR THE YEAR		
Condensed Statement of Net Cost Data		
Total Cost	\$ 756,070	\$ 728,831
Total Earned Revenue	(5,878)	(3,426)
Total Net Cost of Operations	\$ 750,192	\$ 725,405



Broadcasting
Board of
Governors



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